

**CITY OF TEMPLE TERRACE, FLORIDA
MAYOR AND CITY COUNCIL
REPORT OF WORK SESSION**

**Thursday, July 14, 2011
Council Chambers
5:00 p.m.**

Having been duly advertised as required by law, the Mayor and City Council of the City of Temple Terrace, Florida, met in a work session, beginning at 5:00 p.m. on Thursday, July 14, 2011, in the Council Chambers, for further discussion and presentations relative to the Budget for Fiscal Year 2011-2012.

PRESENT WERE: Mayor Joe Affronti, Council Members Robert M. Boss, Alison M. Fernandez, Ron Govin, Mary Jane Neale, and David Pogorilich, City Manager Kim Leinbach, and City Clerk Lisa Small.

ALSO PRESENT WERE: Administrative Assistant Cathy Tack, Police Chief Ken Albano, Public Works Director Bob Gordon, Public Information Officer Michael Dunn, Code Compliance Director Joe Gross, Leisure Services Director James Chambers, Community Development Director Charles Stephenson, IT Director Bob Keel, Finance Director Diane Reichard, Deputy Police Chief Bernie Seeley, Deputy City Clerk Jeannie Barlow, Human Resources Officer Janet Bledsoe, Assistant Finance Director Ted Beason, Assistant Fire Chief Ian Kemp, Police Captain Greg Pauley, Assistant to Public Works Director Judy Read, Public Works Deputy Director – Operations Ray LeBlanc, Public Works Deputy Director – Water & Sewer Mike Darrow, Leisure Services Division Director Karl Langefeld, Leisure Services Recreation Supervisor – Programs Cori Collins, Plant Maintenance II Jesse D. Scranton, Police Services Division Commander Sheryl Shingleton, Accounting Supervisor Jackie Diamond, Fire Department Pension Board Chairman Roger Chewing, Police Detective-SEU Rob Staley, Police Detective Patty Stanton, Police Secretary Lori Brown, Police Secretary Jackie Wilt, Risk Reduction Representative Debbie Cunio, Code Compliance Clerk Shana Hunt, Police Officers Christopher Migliore and Nicole Pauley, Community Development Planner Mary Ogle, Police CSO-Residential Crime Prevention Tracy Mishler, Customer Service Representative Mary Kay Lonneman, Finance Secretary Rita Brizendine, Information Systems Specialist Sally Cabrera, Human Resources Technician Crystal Jenkins, Public Works Employees Tom Mulvihill and Nathan Hale, Fire Department Employees Michael Hernandez, Andrew Renner, and T. Loughlin, Joyce McKenzie, Barbara Sparks-McGlinchy, Judy Albano, Mary Shelnut, Connie Leinbach, Grant Rimbey, Carolyn Mishler, Ashley Reams, Kelly Seely, and several others.

Mayor Affronti called the work session to order at 5:00 p.m., noting it is the third workshop for the budget for FY 2011-12. He called on the City Manager to open the workshop.

The City Manager referred to the last budget workshop held on July 5, 2011, specifically to several statements made by various Council Members, which included: a department-by-department look to determine whether they can still provide the same service and reduce labor costs; be sure department heads have made the hard decisions to look at all cuts they can possibly look at; the need to look at every department and what it will take to keep it going; when the department directors deliver their presentations, the Council would like to know the ramifications to service if one part-time person is taken from each department; the meeting would be held the next Thursday [July 14, 2011]; and all department directors should be prepared with their presentations.

The City Manager continued that according to Council's direction, the department directors were asked to respond, using their judgment and discretion as to how this would be accomplished. He affirmed to the Council that the City administration and staff constantly think of the budget; it is not a one-time per year process; every day ideas and thoughts of how to cut back or save money are explored. The City Manager gave several examples and their ramifications, such as how turning off streetlights may save money, but it would affect the safety of the public, and how some positions are being consolidated to save money. He concluded the department directors have complied with Council's requests, with nine department directors prepared to present their proposals. He cautioned the proposals would take some time and added the Council is welcome to ask questions. Before proceeding with the presentations, he called on the Finance Director to present a brief overview of the budget.

The Finance Director reviewed with Council what Council has approved with regard to employees' pay since 2005. She said that in FY 2007-08, employees were awarded merit increases from 1-5% plus longevity; in FY 2008-09, employees earning less than \$50,000 were awarded a \$1,500 increase, and those earning more were awarded \$500; in FY 2009-10, there was no increase; in FY 2010-11, employees were awarded a 3% increase; and in FY 2011-12, there is no increase provided in the budget. She noted that since October 1, 2005, there has been no increase in the flex benefit portion of employees' salaries, explaining the flex benefit is provided to assist employees with the cost of health insurance, which has increased every year, with no increase passed on to the City.

The Finance Director provided employee paycheck examples, demonstrating that take-home pay for an employee earning \$30,000, with the lowest family health insurance plan, was \$26,605 in FY 2006-07, compared to FY 2011-12, when the same employee, who has received the increases in pay and health insurance costs as noted, will be taking home \$24,076. She commented this will be \$2,529 less, or a 9.5% decrease in pay, adding that an FRS (Florida Retirement System) employee bears an additional 3%, or \$1,006, reduction, resulting in a 13.3% decrease in pay.

The Finance Director commented that the Council was previously provided with a letter from an employee, explaining there are 29 FRS employees, with a combined service of 590 years that will be charged the 3% state-mandated contribution. She continued that this State-required FRS contribution results in a savings to the City of \$103,000, with a cost to the 29 FRS employees of \$38,000. She mentioned the City could cover the cost as other agencies have done, if Council agrees; however, at this point, the budget has not been prepared to reflect the City covering the 3% cost to FRS employees.

The Finance Director briefly reviewed the positions that have been eliminated, resulting in a total reduction of 2.02 FTE (Full-Time Employee), as follows: a Customer Service Representative being reduced by .25 FTE; a Secretary I; a Recreation Leader III being reduced from a full-time position to two part-time positions at 1.2 FTE, a Maintenance Attendant I, which is being increased from .19 to full-time to cover the newly completed 56th Street Maintenance; and a Lifeguard position being reduced by .78 FTEs. She then reviewed the list of 11 frozen positions that are not funded in the budget. She explained they were still counted as FTEs in case funding becomes available, because they are critical to City operations.

Council Member Pogorilich confirmed with the Finance Director that the funding for the frozen positions is not included in the budget.

The Finance Director explained the citywide total of FTE positions, stating that in FY 2008 there were 314.45 positions on the books; with the 11.50 public safety additions and the 16.31 reductions, the balance for FY 2011 was 309.64. Further reducing the FTE's for FY 2012 by 2.02 FTEs and removing the 11 frozen positions, brings the FTE total for FY 2012 to 296.62, she said, adding that without the addition of the public safety positions, the City had decreased positions by 10%.

As requested at the last budget workshop, the Finance Director then presented the list of part-time positions by department and the cost of those positions. She noted the Council will be hearing the ramifications from each department director if those positions are not retained. She also mentioned there is revenue attached to some of the positions that would be lost if the positions are cut.

The Finance Director presented additional information requested at the previous budget workshop. She stated that closing offices early one hour per week would equate to a 2.5% pay cut for non-union employees, for \$229,609. She reported that taking back the 3% pay increase awarded last fiscal year would equate to \$267,506. She said that one 8-hour furlough day for general employees equates to \$35,324. She reminded the Council that Police and Fire furlough days must be negotiated.

Council Member Pogorilich commented that when the Council discussed closing the offices for one hour per week, he did not believe they only talked about closing one hour earlier per week. He questioned whether the hour could be rolled, whereby the offices could be open the same hours, with persons within the department going home one hour early on different days. The City Manager responded that could be done, however, to maximize the savings by powering down the utilities and equipment, except for Police and Fire, it would need to be done for an entire day; however, it is possible to be managed either way.

The Finance Director noted the Police and Fire furlough days are calculated on the number of hours in their shifts, which is 12 hours at \$22,469 for Police and 24 hours at \$30,933 for Fire, if it becomes necessary to negotiate furlough days with their respective unions.

The Finance Director advised that the Fund Balance at September 30, 2011, is projected to be \$3,991,069, noting this is *total* fund balance, including restricted and unrestricted monies in the general fund, which is 19% of total expenditures. She added that total expenditures are currently at \$20.8 million.

Regarding Other Post Employment Benefits (OPEB), the Finance Director said the City is required to fund this pursuant to GASB (Governmental Accounting Standards Board) 45. She explained money is transferred from the general fund to an internal service fund per those accounting requirements. She reviewed that this year, the Council was considering suspending that transfer for one year only, adding the City has put \$288,000 per year for three years, or \$864,000, in the internal service fund. If the City had not funded it in that way, she said the general fund balance would have been \$4.8 million or 23% of total expenditures.

Council Member Fernandez questioned whether the OPEB was an actuarial-determined amount. The Finance Director responded affirmatively, explaining an actuarial study is done every two years, with the next study to be done after the end of the fiscal year at September 30, 2011; when the audit is done at September 30, 2011, the base will be shown in the actuarial study. She suggested that it could go down.

Council Member Fernandez questioned how it has trended in years past, i.e., whether the anticipated expense has been higher than the actuarial study or if the City is on track. The Finance Director responded that her interpretation is that GASB wants the City to put the money aside while the employees are currently working here, so when those employees retire, the City has the fund from which to withdraw the money. She continued that when the program was started many years ago, it was costing the City \$30,000, because many of those employees had not yet retired; in recent years, the cost has been about \$250,000 per year. Therefore, she said the City is paying out the \$250,000 per year, plus it is funding the \$400,000 to the internal service fund, of which \$288,000 is general fund money.

Council Member Boss suggested that this funding has a finite point to it, future-wise for budgeting. The Finance Director concurred.

The City Manager noted it will diminish from year to year, using himself as an example, that as he gets closer to retirement, another year goes by that he could have used it and didn't; therefore, it is diminishing as the years go by. He explained that was placed into reserves so that in the event a hurricane or other disaster should occur, the money would be available, and he could go to the Council for authorization to use it to help the residents.

Council Member Govin commented that in May, the Finance Director had reported to the Council that there would be a shortfall in interest due on the redevelopment debt. He questioned whether that number is being covered. The Finance Director explained that in May they talked about a shortfall of \$221,000, and then it was decided that \$100,000 of it would be taken out of the gas tax to cover the \$4 million debt for the construction of Main Street, which left the City with \$121,000 due. She said she received the TIF revenue, which was lower than anticipated, after the May 19 meeting; therefore, when she came back to the Council last week (July 5, 2011), she reported that the City needed to cover an additional \$45,000; therefore, the total amount to be covered out of the general fund is \$166,000.

Council Member Govin confirmed with the Finance Director that the \$166,000 is covered in the budget being presented this evening.

Council Member Pogorilich questioned the amount of the budget shortfall, without doing any roll-ups of the millage, to which the Finance Director reported the shortfall is projected to be \$333,900.

Council Member Govin questioned the amount of the budget shortfall *with* the roll-up included. The Finance Director responded that with the roll-up there is no shortfall. She explained the budget was balanced utilizing the roll-up and fund balance, noting that the proposed millage rate of 6.25 is slightly less than the roll-up amount of 6.270. Mayor Affronti clarified that the roll-up rate of 6.25 mills would mean no increase in taxes for the residents, which the Finance Director confirmed.

The City Manager called on City Clerk Lisa Small to make the presentation for the Legislative Department.

Utilizing a PowerPoint presentation, a copy of which is part of the record, the City Clerk stated that the 3.5-person department was at capacity for the work they are tasked to do. She explained the part-time records clerk, Susi Simpson, spends 75% or more of her time scanning documents into the City's electronic archives, and she provided a detailed explanation of the implementation of the LaserFiche document management system. Acquired in 2003 for the City's records management program to safely archive the City's records in electronic format, the City Clerk noted that with the addition of the part-time person in 2006 and the second scanner in 2008, the department has been able to go from scanning 25,000 documents per year to about 160,000. While there are now over 1.12 million documents in the system, she expressed concern over the 500,000-document backlog waiting to be consolidated and scanned.

The City Clerk explained the importance of responding to public records requests in a timely manner, which is dependent on being able to search massive quantities of documents in a relatively short timeframe, and which would be even more difficult to accomplish if the scanning was curtailed due to the elimination of the part-time position. With 241,000 documents received from other departments so far this year, and the current staff's capability of consolidating and scanning about 160,000 per year, she noted the backlog will continue to grow. She also noted the part-time person spends nearly 25% of her time researching and responding to records searches for municipal liens from banks and title companies as a result of the surge in foreclosures, in addition to other duties assigned to her.

The City Clerk also explained how the loss of the part-time person and the resulting curtailed scanning would decrease the efficiency in other departments, who would have to go back to paper filing in their own departments, store their records, and assist in public records searches as needed, in addition to the confusion created by having some of their records in electronic format and other records still in paper format. The potential loss of critical paper records in the event of a fire or hurricane was also expressed by the City Clerk. Preparation and dissemination of minutes for the Council and boards could also be impacted, she said.

Regarding budgeted expenses in the Legislative Department, the City Clerk noted the Legislative Budget supports those things necessary to carry out the Legislative functions. The City Clerk explained foreclosures had resulted in increased Code Enforcement cases, causing the line items for postage and recording fees to increase; other line items had experienced significant cuts since 2008. She provided a detailed description of the duties and functions of all of the staff members, including her, in the City Clerk's office, and asserted there was no "fat" in the City Clerk's budget.

Council Member Pogorilich questioned whether anyone has looked into outsourcing the scanning. The City Clerk responded that she has researched outsourcing in the past and found it to be more costly than having the part-time person; however, she did not have any current figures.

Council Member Pogorilich confirmed with the City Clerk that the City does charge for document production.

However, the City Clerk noted the amount allowed by law to be charged, which is \$.15 per single-sided copy, \$.20 per double-sided copy, does not cover the cost of production of the documents. On massive requests, she expressed concern that although they can request a deposit before the person making the request receives the documents, often times most of the work has to be done to determine how long it will take to assemble the requested records, and when the requester hears how much it costs, the requester may withdraw or minimize the request.

Council Member Fernandez questioned whether the City charges for title [lien] searches, to which the City Clerk responded that there is no set charge beyond the paper copy cost at this time, nor would it be allowed unless the search exceeded 30 minutes. The City Clerk said she would be happy to investigate the possibility of establishing a charge for the lien searches.

Relative to the Code Enforcement Board lien reduction requests, Council Member Fernandez questioned whether the City Clerk's office charges are included when the City's costs are presented. The City Clerk confirmed they are included in the amount provided by the Code Compliance Director.

Regarding the use of volunteers, Council Member Fernandez questioned whether USF or the University of Tampa has any type of degree program that may include document retention where those students may be able to obtain some sort of college credit in exchange for their work. The City Clerk responded that she hasn't heard of any of those, but mentioned she had looked into that several years ago with the help of Human Resources and had been unable to find anything at that point. She offered to look again, expressing concern that when volunteers are finally to the point of understanding what they are doing, they are gone.

The City Manager called on Code Compliance Director Joe Gross to make the presentation for the Code Compliance Department.

The Code Compliance Director expressed appreciation to the City Clerk's office, and all of the other departments as well, for their team effort in the Code compliance process, which enables them to handle the huge volume of work that they have each day.

Utilizing a PowerPoint presentation, a copy of which is part of the record, the Code Compliance Director presented a brief history of the department, established in 2004, demonstrating how the scope of work has expanded dramatically, from 10 warning notices unveiled for use in enforcement, neighborhood sweeps, and swimming pool inspections in 2004 to the 23 different warnings and 12 informational door-hangers in use today.

The Code Compliance Director explained he began with two officers and himself to perform monthly neighborhood sweeps, finding that working together as a team they could more effectively cover a specific area. He described the neighborhood sweep program in detail, stating that with the information provided to the neighborhood in advance of the sweep, much of the needed work has been taken care of before they begin the sweep. Although it takes about 4-1/2 years for a complete cycle of neighborhood sweeps at the current staffing levels, he affirmed it has paid off in a big way for the neighborhoods.

The Code Compliance Director continued that in July, 2004, monthly summer pool inspections of semi-public pools was begun. He said that by March, 2005, the third full-time officer was added, and at the Council Goal Setting Session in early 2006, the Council called for increased staffing to meet the growing challenges. As a result, he said in February, 2007, a part-time officer and part-time clerk were added; however, in October, 2010, the part-time officer position was taken away.

In response to a question from Council Member Pogorilich regarding the 23 different warnings that are issued, the Code Compliance Director briefly gave examples of the various types of warning notices that are provided. He explained how they have expanded them to be more customer-friendly over the years, by using the notices to provide the homeowner with specific information regarding the violation, and what is needed to bring the property into compliance, which frequently results in voluntary compliance.

The Code Compliance Director reviewed the traditional duties of the department and commented that their caseload has grown from 2,164 cases in FY 2004-05 to about 3,500 this year. He explained various considerations that factor into their workload, which include the City's eclectic and aging housing stock, with few Homeowners Associations or Community Development Districts and limited property management; however, citizens expect deed restriction-level enforcement. He remarked there are constant border pressures, and fewer recourses meeting greater resistance by property owners during this sluggish economy.

The Code Compliance Director noted a number of added responsibilities his department must now address, which included, among others, foreclosures, unoccupied and abandoned properties, which have consistently increased since 2008, liaison duties for the River Watch Task Force, local business tax renewals, and work done without permits, which ramped up in 2010. He noted that in 2010 they also took on the enforcement of the Minimum Housing Code relative to apartments, and he described in detail the many extra duties this created for his department, including broken pipes, roof leaks, and mold, among many other apartment-related issues. He said that in February of this year they also agreed to take the "cold cases," relative to Rental Housing Permits, which were efforts that had gone on for some time to achieve compliance from landlords of properties being rented, but who had not gotten a permit.

The Code Compliance Director displayed a map depicting the foreclosures that have taken place in recent years and which also served to support his comments about border pressures, by depicting the large number of foreclosures just beyond the City's borders. He mentioned the foreclosure process, which used to take 90 days is now about a two-year process; consequently, there are many properties for which no one wants to assume responsibility to bring it into compliance.

The Code Compliance Director outlined future expectations of his department, which included parking and court citations, golf cart registration and monitoring, false security and fire alarms, and redevelopment overlay regulations, among others. He explained in detail additional regulatory pressures that also impact the workload in his department. He stated his department is among the smallest funded departments with a current budget of \$265,000, down from \$295,000 in FY 2008. He continued that they are consistently under budget, with staff salaries on the low ends of the various pay grades. He commented that the loss of his part-time officer equates to losing 3.5 police officers or 3.75 firefighters.

As a result of the Budget consequences this fiscal year, the Code Compliance Director said the department ceased proactive commercial maintenance, deferred proactive comprehensive apartment complex team sweeps, there were less West Side patrols, the workload increased on zone officers, and there was less directed snipe sign prevention, requiring a return to reactive cleanups.

The Code Compliance Director detailed the importance of the department's Part-Time Clerk, Shana Hunt, in fielding peak-time phone calls and walk-in customers; preparation of Notices of Hearing and postings in Code Enforcement cases; typesetting and printing warning notices, contractor and informational door hangers; monthly sweep coordination; daily responses to title companies; maintaining the database of foreclosures and contacts; legal research and agency reporting; and operation of the live broadcasting for the MCEB hearings, among numerous other duties.

The Code Compliance Director commented that if the part-time clerk position was eliminated, it would result in limited office operations; clerical duties would fall to the compliance officers, which would lessen their time in the field, where their work gets done; the City Clerk's office would have to resume preparation of hearing notices; printing costs would increase due to outsourcing the printing of their warning notices and door hangers; the MCEB meetings could no longer be televised; there would be an indefinite postponement of the citation program; and there would no longer be notification to neighborhoods of the monthly sweeps.

The Code Compliance Director continued that the loss of a full or part-time officer would require a consolidation to two zones in the City, resulting in an estimated 28% reduction in productivity; there would be a shift from a proactive and preventative approach to a reactive enforcement; there would be less field coverage, presence and patrol; with the resulting team dilution, there would be safety concerns and coverage issues; and a loss of zone contacts, knowledge and awareness. He also noted that other possible ramifications could include representation at some of the meetings associated with his position as staff liaison to the River Watch Task Force, such as the Technical Advisory Council, River Board, and SWFWMD Boards, among others; there would be fewer damage assessment personnel in the event of a natural disaster; and a discontinuance of non-permit tree inspections in the City's aging urban forest.

The Code Compliance Director mentioned they have exhausted the potential partnerships that are available to them, noting a number of civic groups have come to their aid, especially with the foreclosures, citing as examples the Rotary and Kiwanis Clubs, who have mowed yards and hauled trash.

The Code Compliance Director expressed concern if they were to lose staff or resources, because in many places, Code Compliance is a lightning rod, acting as a buffer when issues arise. He asserted they have a crack team right now, who are excellent in obtaining voluntary compliance. He expressed his belief that vigilance in neighborhood and commercial preservation is critical in positioning for economic recovery. He avowed his department has a commitment to a positive reputation, prompt response, effective action, and by all means, they want to prevent the City from descending into mediocrity.

Council Member Boss perceived that Mr. Gross' last statement, that decreasing staffing levels will lead the descent into mediocrity, would apply to every department.

Council Member Fernandez stated her comment is not specific to Code Compliance. She explained that regardless of the outcome tonight and what Council decides regarding staffing levels, she believes it is important for the public to hear the responsibilities of each department and their staffing needs. She continued that if the Council does go with the almost-rollup millage rate, or in whatever decisions the Council makes, the public will know there has been a lot of thought and consideration put into it, and the City has not chosen to take the “easy” path. She commented that she is listening for the best, most efficient way to achieve each department’s goals and objectives and how they are trying to manage staff.

The City Manager introduced Bob Keel, the Information Technology (IT) Director.

The IT Director presented an overview of the IT Department, created in 1985, which serves as a support department for all City departments. With a staff of three since 1994, he noted has served as the IT Director for 22 years, with Senior IT Specialist Rose Ellis serving 18 years, and IT Specialist Sally Cabrera serving 3 years.

Utilizing a PowerPoint presentation, a copy of which is part of the record, the IT Director reviewed his department takes care of all of the City’s technology and computer functions, including cell phones, which includes installation, updates, management of the computer hardware and software, security of data and computer hardware, research, development, implementation of new or enhanced technology solutions, troubleshoot and repair hardware, fix software glitches, and provide 24/7 on-call support for Police and Fire, primarily for any problems with the 9-1-1 computer-aided dispatch system.

The IT Director reviewed the scope of their responsibilities covers eight City facilities and supports over 300 users, including the City Council, some Fire Reserve volunteers, and a number of vendors, who have to access the City remotely for troubleshooting purposes. He noted there are over 250 personal computers in their care, which include desktops, laptops, PDA’s, and other similar equipment, along with 31 servers that provide service for e-mail, file storage, the City Clerk’s document imaging system (LaserFiche), and the Police and Fire Records programs.

The IT Director remarked they are also responsible for the City’s telephone system and all of the telecommunication systems, which includes 203 telephones, Fax to Desktop, cell phone/smart phone integration with the City’s e-mail system, a Virtual Private Network (VPN) system allowing the other City facilities outside of City Hall to communicate with each other and City Hall for file access, e-mail and program access, and wireless communication via air cards for the “mobile” employees, in-house assistance and on-line training. He revealed his department is also responsible for the facility security, specifically Cyber locks, a computerized lock system, located at City Hall, the Public Works administration building, and Fire Stations 1 and 2, and the department is ultimately responsible for the security camera systems installed at the Library, Family Recreation Complex, and City Hall. In-house training is provided, as time permits, to employees on the software they utilize on a daily basis, he said.

The IT Director provided detailed information concerning the main areas that consume most of their time, specifically, Police and Fire, both of which have very large staffs with high demand put upon them, which require rapid receipt of information in order to effectively do their jobs.

The IT Director pointed out that the items shown in red are communications and related responsibilities added within the last three or four years, reiterating IT staff has not increased since 1994. He highlighted the most recent addition, the Police Mobile CAD and Police Mobile CAD Interface, which allows dispatchers to track and dispatch officers and fire crews to incidents, depending on their proximity to the incident. He briefly detailed other public safety recent technological additions and test environments, set up to determine whether upgrades are needed while preventing interference with current operations.

The IT Director explained in detail some of the technological innovations recently implemented, including license plate scanning, Police dash video camera recording, and the technology for the ATS red light camera video/photo, and citation review, among others. He also explained their telecommunications responsibilities, including Police FDLE (Florida Department of Law Enforcement) restricted access, the City's telephone system, internet firewall, and the private VPN (Virtual Private Network) for the SunGard financial software. He detailed their responsibilities in managing general user environments, including file sharing; City Clerk's LaserFiche document imaging server; the geographic information system, spearheaded by the GIS technician in Community Development; Recreation Department's membership database; Citywide e-mail – spam, anti-virus, filters, archival of nearly 4 million messages dating back to 2004, and web-based e-mail for Council and home users; and Click2Gov implementation for online payments to utility billing and building permits, among other user environments.

The IT Director reviewed operating expense-saving strategies that have been implemented: switching to the SunGard Public Sector remote hosting with a savings of \$98,000 over five years; extending computer life span to five years for servers and four years for laptops and desktops; utilizing older computers for training or low priority purposes; delaying version upgrades to some software, such as Microsoft Exchange 2003 (three versions behind); supporting departments toward printer consolidation and encouraging scanning versus printing; changing to hard-drive archives and eliminating magnetic media devices and back-up tapes; moving into online customer care/remote hosting; and utilizing VMWare to create virtual servers, to consolidate several servers and their applications, making more efficient use of memory, disk and processor power and reducing capital costs. He explained that in 2009 the department required 26 physical servers; virtual servers have enabled them to reduce that number to 16 physical servers, reducing the energy footprint, providing centralized management of servers from one point, and allowing high-availability/redundancy in the event of system failure.

The City Manager called on Finance Director Diane Reichard's presentation of the Finance Department.

Utilizing a PowerPoint presentation, a copy of which is part of the record, the Finance Director stated that in addition to her and her secretary, there are four employees in the accounting and auditing division, with 4.75 employees in customer service and 3 meter readers. She advised that she decreased a customer service person from full-time to part-time, and one meter reader will be eliminated in the coming fiscal year. She also noted the accounting department has had a staff of four for 25 years.

The Finance Director remarked that in 2008 the auditors recommended increasing the staff for a better segregation of duties, to strengthen the audit review process, upgrade accounting skills, and enhance monthly closing and review process.

Rather than hire an additional person, the Finance Director said they switched to online banking for daily, more efficient reconciliation; transmit positive pay files to the bank to protect the City from fraud; e-mail purchase orders to vendors; make electronic payments to vendors; utilize direct deposit for paychecks and child support for employees; and receive vendor invoices and statements electronically.

The Finance Director revealed that no longer participating in the process for the awards the department has received for Excellence in Financial Reporting (32 years) and Distinguished Budget Presentation (22 years) would save the City \$860 annually; however, she asserted the awards provide confirmation of sound budget/accounting policies that contributed to the accreditation of the Police and Fire Departments.

The Finance Director briefly reviewed customer service operations, stating they serve 7,500 customers, an increase of 500 customers over 12 years, whereas, staff remains at five full-time positions for the same period of time. She noted the staffing will be decreased this fiscal year to 4.75, saving \$12,000, due to implementation of the online bill pay; they have also saved \$15,000 by outsourcing the billing.

The Finance Director explained how the implementation of the red light camera system has impacted her staff, in terms of customer contact and payment verifications with ATS (American Traffic Systems). Regarding the meter readers, she noted the City does read the meters monthly and does not estimate the reads. She informed the Council that installation of the automatic meter read system by the Water Department began in September, 2009; being an in-house project, the City has saved approximately \$700,000 in labor costs. She stated the Water Department is currently ahead of schedule, with plans to install or retrofit 1,500 more meters by September 20, 2012, which will make the project 45% complete.

Regarding the possible elimination of her part-time position, the Finance Director commented that she already saved the City money by cutting her full-time position to part-time; if the part-time position is now eliminated, the wait time for the 45-50 customers per day at the customer service counter would be longer; and the current call volume (30 calls per day), for persons asking for explanations to charges on their bills or requesting extensions, would have longer wait times. She mentioned that many of the calls are credit card calls, for those who prefer not to use the online bill pay option. She suggested they could implement a \$4.95 charge for every call they receive for a credit card payment over the phone to offset the cost of the employee's time.

Relative to accounting and auditing, the Finance Director commented that if staff were to be reduced in this department, it would require vendor checks to be released bi-weekly instead of weekly, less opportunity for technology improvements, more difficulty meeting deadlines, less time to assist departments with vendor problems, potential for an increase in errors, reduction of efficiency, jeopardizing their reputation for excellence, and internal audits would be performed less frequently.

The City Manager called on Public Works Director Bob Gordon for the Public Works presentation.

Utilizing a PowerPoint presentation, a copy of which is part of the record, the Public Works Director introduced the Public Works Department's organizational chart and explained the three divisions: Utilities, Operations, and Engineering.

Referring to graphs, the Public Works Director pointed out the six-year progression of the department's total operating budget, as compared to salaries, noting there was a peak in 2009, but going forward salaries have decreased, while operating expenses have risen. Referring to the same graph, he pointed out that the same pattern of increases to the wastewater payment made to the City of Tampa was reflected in the department's total operating expenses and total operating budget, and he reminded the Council the City has no control over its wastewater payment to the City of Tampa for disposal of the City's wastewater. He remarked there are also some fairly heavy expenses related to the water treatment plant, due to increases in the cost of chemicals. While operating expenses, the wastewater payment to Tampa, and the total operating budget have all increased, he pointed out the salaries have decreased with no decrease in the workload.

The Public Works Director informed the Council there are 17 department programs under his direction. He highlighted the larger programs of sanitation, water and sewer, street maintenance, and fleet maintenance, commenting there are a lot of different activities for a total of 61.5 positions in a City of nearly 26,000. He noted the administration consists of four employees, with one secretarial position being eliminated in FY 2011-12.

Regarding the Engineering Department, which is comprised of three employees, the Public Works Director commented the number of Capital Improvement Projects has fluctuated over the years, with an average of about 17-19; a similar workload is anticipated in FY 2011-12. He continued that in addition to the capital program, the Engineering Department also supports the technical reviews from the Community Development Department, GIS and mapping support, transportation concurrency reviews, works with the citizens relative to flood insurance determinations, and provides extensive support to various departments within the City.

Relative to water assets and their operation and maintenance, the Public Works Director displayed the list of assets, emphasizing every one of them has to be maintained and operated. He noted the operation of the water facilities are governed by a great many State and Federal regulations. Currently, he said the water department has 8 treatment plant operators, who provide 24/7 coverage, and 8 distribution employees. He remarked they are required by State Statute to have someone at the water treatment plant 24/7; reviewing the City has two water treatment plants, and considering the number of hours in a week, to comply requires almost 8.4 persons; therefore, the City is right at where they need to be in terms of compliance with the law to keep them manned all of the time. He noted one distribution position is being eliminated in FY 2011-12.

The Public Works Director reviewed the list of sewer assets and their operation and maintenance, noting there are nine employees in the department, with one position being eliminated in FY 2011-12. He commended the employees in the sewer department for their expertise with pumps, stating that was why they took over the maintenance of the stormwater pumps this year. He presented slides representing the workloads of the water distribution division, water treatment division, and the sewer collection division. Generally speaking, he said the workload is fairly level over the last six years, even though in the last six years, Public Works has had a total overall reduction of 11.5 employees.

The Public Works Director referred to the slide on utilities deferred/reduced maintenance, explaining that one of their goals in presenting the budget to Council this year was to present a budget that did not have significant service reductions that would be noticed by our customers. He said customers do not notice the types of maintenance performed in the utilities division, but these operations ensure that when they need equipment to work, it will work, citing the example of needing to shut off a valve that won't shut off. While, necessary, he said he considers it a worthwhile calculated risk to defer this maintenance.

The Public Works Director reviewed the sanitation workload of 6,200 residential customers, stating that regardless of foreclosures, they are picking up the same amount of garbage as they always have, and he briefly described the amount of solid waste, recyclables, and yard waste picked up in a year. He also reviewed the amount of collections from the 250 commercial customers, 20 commercial compactors and 60 open top roll-offs. In addition, he noted that the Sanitation Department conducts 250 special pick-ups, and 925 annual pick-ups. The Public Works Director noted the Sanitation Department has 14 employees, with one position eliminated in FY 2010-11 and one in FY 2011-12.

Council Member Pogorilich questioned whether the savings the Director has mentioned are included in the current budget, to which the Public Works Director confirmed they are included.

Relative to recycling, Council Member Pogorilich questioned whether the recycling program is a money-maker for the City. The Public Works Director responded that the program does not make money; however, it does offset some of the costs of the disposal, and there is some value to recyclables. In addition to reducing the amount of demands for additional landfills, etc., he said it is "the right thing to do," noting that there is a cost to the City to recycle.

In response to a question as to the cost to run the recycling program, the City Manager thought it was approximately \$65,000 to run the program.

If the City did not have a recycling program, they would still have to pick it up, Council Member Fernandez remarked. She questioned whether it was more expensive to run as recycling or as trash.

Although he is a huge proponent of recycling, the Public Works Director responded it is slightly cheaper to not run the separate recycling routes; however, it is the "right" thing to do for the environment and the community.

Council Member Neale questioned whether the maintenance of the water and sewer would be affected by not doing some of those routine maintenance items, i.e., in five years would the maintenance cost the City even more.

The Public Works Director responded that in the budget presented tonight, he has proposed that to avoid any problems in the future, they continue to maintain them at the rate indicated in his presentation. He cautioned that if the maintenance is not taken care of, it will cost the City a great deal more in the future.

Relative to streets assets, the Public Works Director informed the Council there are 77 miles of paved streets to inspect, maintain and/or repair, including street sweeping, cleaning out the 1,128 storm sewer inlets and catch basins, maintaining signs, maintaining 8,238 feet of outfalls and ditches and 145,511 feet of storm sewer pipes, retention ponds, and tree limbs to be cut and/or removed. He noted they also receive about 407 service requests annually. He reviewed the Streets Department currently has six employees, having had one part-time and two full-time positions eliminated in the last three years.

Regarding the Fleet Maintenance workload, the Public Works Director briefed the Council on their responsibilities in maintaining the 207 City vehicles, adding they also maintain emergency vehicles to meet accreditation standards. He noted the Fleet Department has one foreman and three mechanics, noting that the foreman is also a working mechanic.

Council Member Govin questioned whether he has ever done a study on outsourcing some of the fleet maintenance. The Public Works Director said he would have to defer to someone who has been here longer than him, but he believed it had been investigated in the past. A Fleet Maintenance employee responded, stating that it had been done several times in the past, but the conclusion was always that the employees were less costly than outsourcing. Council Member Govin commented that it might be something worth looking at again. The City Manager agreed to look into it.

Regarding Facility Maintenance, the Public Works Director explained there is essentially now just one person covering all of the City's facilities to perform minor repairs, such as painting and light bulb replacement. He explained this division includes the custodial staff that services City Hall, Public Works building, and the Whiteway Treatment Plant. He noted that one custodian position was eliminated last year and another one will be eliminated in FY 2011-12, leaving the department with three part-time positions, which are the only three part-time positions in Public Works. He explained that two employees perform custodial services at City Hall at 20 hours each; the other custodial employee works 26 hours total between the Public Works building and the water plant. He noted that in this past, custodial services were privatized, which was not successful. He added this is a fairly inexpensive way to provide custodial services, which could be eliminated, but doing so would affect the cleanliness and appearance of the buildings to the public.

The Public Works Director reviewed the Department's five-year position reductions, which total 11.50, from 73 positions in FY 2007-08 to 61.5 positions projected for FY 2011-12. He displayed a detailed chart showing the division, position, and year in which the reductions were made. He summarized the position elimination/cost cutting measures for FY 2011-12, which will result in a savings of \$156,061.92 in payroll cost reductions, with operating reductions of \$8,772.00, for total reductions in the Public Works Department of \$164,833.92, which were submitted in the budget process.

The Public Works Director also briefly reviewed cost-cutting measures from previous years to demonstrate their continuing commitment to finding ways to reduce costs and maintain the level of service. He added that in the future they are looking at mobile fueling, as mentioned by the City Manager, and will be coming back to Council with that information when their pilot program has concluded.

The City Manager called on Community Development Director Charles Stephenson for his department's presentation.

The Community Development Director informed the Council the department is comprised of three divisions, which he briefly described: building and zoning, planning and development, and GIS. He remarked that he began working with the City in 2004 as the Building Official; at that time there was a Redevelopment Department in addition to Community Development. Since that time, he commented that most redevelopment responsibilities and coordination have been absorbed into Community Development, with no change in Community Development's operating budget.

The Community Development Director reviewed departmental staffing is comprised of a secretary, a building inspector, permit coordinator, GIS specialist, senior planner, and planner. He noted they recently lost their permit clerk, when the employee decided to go back to college; this is now one of their needed, but frozen positions. Another frozen position is an additional building inspector position that has been on hold since 2008 when the market declined.

In response to Council Member Govin's question about the GIS position, the Community Development Director responded that Gitfah Niles, the GIS Specialist, prepares and maintains all of the City's maps, with all of its layers, coordination with 9-1-1, works with dispatch to ensure the CAD system is operating properly, handles addressing changes throughout the City, does all of the mapping and addressing for annexations and rezonings, and the census reporting, among other responsibilities.

The Community Development Director remarked the planning division is also short one planner, which is another frozen position. He noted his department has no part-time staff. He expressed concern that as the market begins to recover they are anticipating some fairly large developments to occur within the redevelopment area very quickly; based on the permits and inspection records for the first three quarters of this fiscal year, things are picking up. He emphasized the need to fill the frozen positions, stating they have been able to maintain their level of service to date, but if they do not fill these positions, he is very worried about being able to continue to do so; people will want their permits, site plan reviews, conditional uses, and rezonings without delay. He stressed that three of the vacant positions equate to one-third of his department. He displayed various charts and graphs depicting the staffing changes since 2004. While he won't say he needs 10 inspectors, having only one plus him, with all that he has to do in addition to inspections, is not enough, he said.

The Community Development Director displayed a line graph to show the total operating budget, noting the building operating budget has decreased since 2007, reflective of the market. He pointed out there are continuing education requirements to maintain his license as a licensed inspector, as well as continuing education requirements for the City's certified planners. He noted their travel and training budget has reached a point where they do not travel far from home, in order to keep the costs down; they have not paid overtime in three or four years; and they monitor vacations to ensure that two people are not out at the same time; and when someone goes to lunch, he often covers the customer counter, since their current hours are 7:30 a.m. to 5:00 p.m., which is more than 8 hours. He explained if they cannot hire additional help, they will need to modify their hours.

The Community Development Director displayed several graphs, depicting revenue, expenditures, along with permits issued, and inspections conducted in the first three quarters of this year. He noted the permits show an increase by the 3rd quarter, with the 4th quarter expected to be even higher.

Council Member Pogorilich questioned what comprises miscellaneous inspections. The Community Development Director responded those include fences, signs, driveways, and a/c, on top of inspections they “force” themselves, such as for those who pulled a permit but never called for an inspection.

The Community Development Director reviewed the current workload for planning and development, which included rezoning, site plans, comp plan amendments, and zoning verification letters, noting they are receiving a lot more requests from lenders to verify proper zoning is in place before making loans to individuals or prospective businesses; these are also on the increase for vacant properties. He noted they have several projects that will be coming before the Council in the coming months. He reviewed the work in progress relative to rezoning, site plans, comp plan amendments, and annexations. He commented that some of the division projects outlined in the report are self-imposed from a long-range planning standpoint; some of these are imposed by organizations, such as the MPO, adding that they become very involved with these working groups. In addition, he said there are amendments to the Land Development Code that they have been working on and need to get finalized.

The Community Development Director briefly mentioned the reorganization of the Department of Community Affairs (DCA) as a result of recent legislation; the interpretation of the legislation has been presented in a series of meetings and workshops that the Senior Planner has been attending on the department’s behalf, and he is finding the changes imposed by the state are massive. He said DCA’s downsizing means a lot more responsibility comes back to the local planning agency and the planning department.

Displaying graphs depicting changes in the workload relative to inspections through the 3rd quarter of this year, the Community Development Director said he anticipates increases in the 4th quarter that will exceed the level at FY 2009-10. He displayed the planning and development workload for the first three quarters of the year, again noting that increases are anticipated in the 4th quarter. He explained work on a site plan can take months, with meetings with builders or developers that go back and forth.

The Community Development Director provided a detailed accounting of the basic functions of each staff member, noting that the Building Inspector is required to be licensed by the State. He said those functions displayed in red represent the additional responsibilities each individual has had to assume because of the lack of sufficient staff.

Regarding the land base management system, the Community Development Director referred to comments by the City Clerk concerning the years it has taken to get it to the current point where it is fairly clean. He concurred it was no one’s fault; however, someone spelling out “Saint” instead of “St.” on a street makes a tremendous difference in the system. He remarked that his staff, along with other departments, has certainly gone a long way to clean this up, adding that his Permit Coordinator has worked very hard on this project.

The Community Development Director noted many of the Permit Coordinator's functions were not in her original job description, citing as an example, several years ago they first leased, then purchased a scanner for 24 x 36 plans, so that they can be archived and available on the City's LaserFiche system, which he described as "astronomically amazing," with permits on the system now going back to 1950, adding the number of plans scanned into the system is unbelievable. He stated LaserFiche is one of those programs that through the efforts of his office, which has been instrumental in getting the building permit files prepared for the system and building plans scanned, and the City Clerk's office, from the standpoint of the information available to Community Development in electronic format, if the LaserFiche program was discontinued, it would "kill" them, citing the example of having to go to a closet to try to find a permit. He continued that LaserFiche has been a wonderful tool for them, commenting they have been actively working on getting their plans, permits, and land use documentation into the system for about three years and are probably halfway there.

The Community Development Director commented there are numerous quarterly reports due to a variety of State and County agencies that the Permit Coordinator also handles, in addition to serving customers at the counter. He noted the Secretary III position, in addition to general functions, has assumed many of the functions of the frozen Permit Clerk position, as well as other "extra" duties. He continued that the same is true of the GIS Specialist, who has routine functions, such as the Census reporting and mapping responsibilities, assisting numerous other City departments, but she has also assumed level of service reporting, addressing, annexations, and land base management. He briefly reviewed the list of routine functions of the Senior Planner, which includes representation on committees and boards, noting that only a few are listed in the information he presented. He explained he maintains a matrix of all of the department's responsibilities, to ensure the myriad of things they need to do is covered, and as a result, recently some of the Planner's responsibilities were rearranged and expanded. To demonstrate how thinly his current staffing level is stretched, he commented that in refining their responsibilities, they looked at the Council goals and highlighted the goals that directly or indirectly impact their department, and incorporated those areas into the responsibilities of each staff member, as additions to their routine functions.

The Community Development Director then reviewed the cause and effects of losing employees, acknowledging that the purpose of this meeting is to look for "fat" in their budgets; however, he does not believe his department has any fat. He indicated there are projects coming forward about which Council will soon become aware, in addition to the inevitable market turnaround. He said he is requesting that Council "un-freeze" some of his positions, expressing strong concern that his department will soon run into problems if they are unable to reinstate some of the positions, at least those lost over the last few months.

If the Council eliminates the frozen positions entirely, the Community Development Director indicated the time to complete residential and commercial plan reviews would double; certain permits that are generally able to be issued within 20 minutes will be delayed until at least the next business day, which include such permits as accessory structures, driveways, fences, patios, decks, etc.; and commercial applications that require routing to other departments could be delayed up to two weeks for the issuance of a permit.

The Community Development Director stated that the department is proud of the fact that inspections have always been done within the next business day, regardless of whether there are 30 requests that come in or only one; further, his department has never missed an inspection in eight years because they didn't have time. He expressed concern that the continued lack of staff will affect timing in being able to turn paperwork over and make these inspections; all of the functions that his office performs, including those of the planning and development department, will experience a slow down. While they pride themselves on getting things taken care of quickly, he said it could be a matter of some things taking twice the normal time to achieve, such as zoning verification letters. He offered a suggestion that would free up time to get some of these things accomplished would be an adjustment to the front counter hours, which is something that has been done in a lot of jurisdictions. Regarding special projects, he highlighted the MTD design guidelines that they are still working on; with less staff, there is less time to work on these projects. He concluded that there is additional background information included in the notebook he prepared for Council that will be distributed at the conclusion of this meeting. He expressed appreciation for the opportunity to present this overview to the Council.

Mayor Affronti mentioned that he recalled from the Economic Development Committee meetings that one of the top problems that was identified was the amount of time it takes to get a permit in Hillsborough County. He commented this was said to be one of the biggest impediments in getting new businesses into Hillsborough County. It would be extremely important to our redevelopment that it not become an issue here, he said, and the Community Development Director concurred.

The City Manager announced that Fire Chief Keith Chapman had a long-time commitment to be out of the state at this time; therefore, Assistant Fire Chief Ian Kemp would be presenting the Fire Department's information to the Council.

Utilizing a PowerPoint presentation, a copy of which is part of the record, the Assistant Fire Chief displayed a graph depicting the increase in call volume over the last few years, noting that in 1998 there were approximately 2,251 calls for EMS or fire-related service, as compared to last year's 3,100 calls and the anticipated 3,400 calls this year. He remarked that calls for hydrant testing, commercial inspections, rental properties, and new development have not slowed down, in spite of the economic slowdown. He said the Fire Department is no different from other departments, in that they have specific regulations and standards with which they have to abide. He highlighted the following: NFPA 1710, which mandates certain staffing guidelines are crucial; each firefighter has a critical task for each position on the fire truck; Florida Administrative Code, which is the OSHA "2 in 2 out" requirement, meaning for every two firefighters that go into a building there has to be two firefighters outside; if they show up with a fire engine and only three firefighters, they cannot go in until at least another person or apparatus arrives.

The Assistant Fire Chief stated there are regulations and standards associated with being an accredited agency, about which they are very proud. He informed the Council that the first accreditation was received in 2006, and he announced that in May, 2011, the department was recommended for reaccreditation; they will be going before the Accreditation Commission in August, 2011, to receive their reaccreditation.

The Assistant Fire Chief commented that the ISO (Insurance Services Office) rating was reduced from 4 to 3 in 2006, which is a rating held by less than 2% of the departments in the country. With the staffing levels recommended by the Federal government and the accreditation committee, he said they are fairly confident that the next ISO rating review, which could occur this year, will result in lowering the rating to 2, which is held by less than 1% of the fire departments in the nation. He commented that may reduce commercial insurance rates for some of the structures in Temple Terrace.

The Assistant Fire Chief provided a breakdown of the Fire Department staff, noting there are 51 certified, high risk employees, including the Chief Officers. Among the civilian positions, he informed the Council there is a full-time Secretary III, a full-time and a part-time Insurance Billing Representative, a Housing Compliance Officer, Risk Reduction Representative, and a part-time Housing Rehabilitation Specialist. He explained that both part-time positions are either cost-neutral or bring in more revenue than the cost of their position. He then reviewed staffing changes that have occurred since 2007; as a result of annexation, three firefighters and one fire inspector were added. Regarding the SAFER grant, the Assistant Fire Chief explained it is a Federal grant awarded only to agencies that are found to need the additional employees in order to meet national and local standards; the grant enabled the department to receive six firefighters.

Council Member Pogorilich asked for a more detailed explanation of the SAFER grant. The Assistant Fire Chief explained it is a Federal grant, initiated through FEMA, to assist agencies to meet two standards, one of which is to effectively fight fire with a certain amount of firefighters to complete each task; the City did not have the required number. He continued they explained in the grant application the number of firefighters they have and the number of fires they typically fight in a year; secondly, Florida is not an "OSHA" state, which he said was fine if no one is injured; however, to effectively go into a fire, they have to have two firefighters outside, while two firefighters go inside. He noted they could not provide that on their first or second new engines; both had three firefighters or less. He continued that they submitted the information to the Federal government in 2008 and were found to be qualified in January, 2009, adding that about 90% of fire departments that apply do *not* qualify. He stated that Council approved the grant by resolution in February, 2009.

The Assistant Fire Chief explained that they added one part-time billing representative for EMS Transport Volume and eliminated a Housing Compliance Officer III by combining that position into one. He reviewed annexations that occurred, pointing out that in November, 2007, Council approved the annexation of Point Plaza and Environs, among other areas, in which the level of service plan dictated the need for three additional firefighters and one inspector. He noted these additional personnel provided a second staffed rescue unit at Station #1 to handle EMS transports, which provide additional revenue.

The Assistant Fire Chief explained that service impact reports are completed by all of the affected City departments prior to any annexation and are to ensure that the same level of service can be provided to current residents as well as to the newly annexed residents. Obviously it causes a problem when they annex small parcels independently, he said; therefore, they were unable to justify the additional firefighters until they annexed a sufficient number of parcels.

Council Member Pogorilich asked for more details regarding the funding of the SAFER grant. The Assistant Fire Chief explained it is a five-year matching grant, with the amount provided by the Federal government declining each year. He said the City is in the third year of five years, with about 80% funded in the first year, about 60% in the second year, and by the fifth year the City is paying the full amount for the additional firefighters. He noted the full amount of the grant is \$650,280 of which the City has received \$442,140 to date. He further explained the grant is based on the total number of certified firefighters in the department and not just the six hired as a result of the grant; the City has to maintain 50 certified firefighters or it would default on the grant obligation and would have to pay back the funding already received, as well as risk denial of future Federal grants.

Assistant Fire Chief Kemp provided more detailed information on the Part-time Insurance Billing position, noting that an analysis in 2010 demonstrated the need for the part-time position and estimated the additional revenue that would be generated by that individual. He affirmed the revenue generated has exceeded the cost of adding the position.

Regarding the Housing/Risk Reduction staffing level, Assistant Fire Chief Kemp stated the Rehab Grant Specialist part-time position is funded 100% by Hillsborough County's CDBG (Community Development Block Grant). He mentioned that the grant funds not only the part-time position, but a portion of the other salaries in that division; therefore, if the program was eliminated as a result of the elimination of the part-time position, it would actually cost the City money. He informed the Council the Housing/Risk Reduction division was reorganized in 2009 to eliminate the Housing Compliance Officer III and move the responsibilities to the Risk Reduction Specialist.

Assistant Fire Chief Kemp briefly reviewed the Rental Permit Program, which began in FY 2004-05, was to be a cost-neutral program; beginning with no revenue, the program began breaking even, through restructuring and reorganization, in FY 2009-10, and currently is bringing in more revenue than the program costs. He briefly reviewed the workload in the Rental Housing Program, stating there are approximately 1,400-1,500 permitted properties, comprised of condominiums, single family homes, duplexes or triplexes, which have been inspected. He noted they also have to keep track of "cold cases," waivers, and exemptions. He explained the current challenge of re-inspecting the rental properties, because they may perform the initial inspection, after which there may be several different tenants; the ordinance does not specify how often a re-inspection should occur. While the re-inspections are occurring now every four or five years, he said they would prefer to re-inspect sooner, which would be extremely difficult to accomplish at the current staffing levels. He added rental housing has increased over the last several years. He explained the future options would be to reduce the fee schedule or fill the Housing Compliance Officer position, or some combination of both; with the revenue projected to further increase in the coming fiscal year, he said they would prefer to fill the Housing Compliance Officer position that would enable them to accomplish the re-inspections sooner.

Assistant Fire Chief Kemp summarized their belief that the current staffing levels are required to maintain the current level of service; the increase in staffing levels have been made to maintain the same level of service throughout the community, and some current operations, specifically the rental housing program, are struggling to maintain acceptable service levels. He concluded that most civilian positions are directly tied to producing revenue.

In closing, the Assistant Fire Chief apprised the Council that when they send out a bill for transport, they also send out an evaluation form, which they have been doing for about five years as part of the accreditation process. From this information, he said they compile a quarterly report for the City Manager, and annually, the department studies that report; over the last four years they have received a 99% approval rating from their customers for which they are very proud.

Mayor Affronti questioned the Finance Director as to how much of the rental housing fees were included in the budget. The Finance Director responded that the budget includes the current amount of fees being charged, based on last year's history.

Council Member Boss concurred with the option to consider a reduction of the rental housing permit fees in next year's budget, not the FY 2011-12 budget. He commented that he understands the purpose of the program, to ensure the properties are appropriately maintained and to protect the surrounding property values. He suggested they consider modifying the amount paid in subsequent years, since the initial inspections are the most costly to perform.

The City Manager called on Leisure Services Director James Chambers for his presentations on the Library and Parks & Recreation.

The Leisure Services Director commented that due to the economic times, usage at the Library is up for both books and computer usage, particularly e-government. Over the last couple of years, he reviewed the Library hours have decreased from 60 to 52, with a current staff of 15 (down from 18) and a part-time custodian. He noted their collection consists of 102,000 items, having added 3,600 this year. He reported their circulation in just this past month is 31,000, which refers to items in and out, including books and DVDs. He remarked this was the second highest increase in Hillsborough County of its 36-library system, mostly due to the closing of the MOSI Library. He stated that last year about 240,000 people visited the Library, averaging 800 per day – on Mondays and Wednesdays they average 1,000 to 1,200, with about 500 on Fridays, which is their slowest day.

The Leisure Services Director reviewed that when the Library Director retired in 2007, the Library was combined with Parks and Recreation to form Leisure Services, and in 2008, the hours were cut from 60 to 52, and a part-time position was eliminated, saving \$10,000. In October of last year, he said they downgraded a Library Assistant II position to an Assistant I and did the same thing again in this year. Relative to Library staffing, he said they have seven full-time staff members, with four being professional degreed Librarians, including the Division Director, two adult Librarians and a children's Librarian. He noted they also have a Library Specialist, who handles a lot of the departmental routine paperwork, and two Library Assistants.

The Leisure Services Director reported they have 10 part-time positions, which are more than other departments combined, except for Parks and Recreation. He stated one part-time position is a Library Services Specialist who catalogs all of the new materials coming into the Library, of which there have been 3,623 items to date this year. He explained the duties of the two part-time Library Assistants and the six part-time Library Aides, emphasizing their importance to the Library operations.

The Leisure Service Director commented that their 20-hour per week custodian, for a 26,000 square foot building, is not a lot of custodial time; therefore, the Library staff chips in during the day to help mop, pick up, and clean bathrooms.

The Leisure Service Director mentioned a big part of the Library is its programs, which are administered by the four full-time Librarians, with a lot of the costs paid by the Friends of the Library. He explained how programs are prepared, scheduled, advertised and carried out, and that they are also put on the Hillsborough County Library calendar so other libraries are aware of the programs. He displayed slides describing the various programs offered, noting in particular the popularity of the teen group and the highly successful children's program.

The Leisure Services Director presented detailed statistics on the Library Services, regarding the number of patrons they have served in terms of computer assistance and reference questions. He also presented a detailed description of a typical day in the Library from pre-opening activities through closing to demonstrate the need for current staffing levels to maintain efficient operation of the Library. He mentioned that often children are left after closing, requiring staff to wait for their parents; extended delays require calls for police assistance.

The Leisure Services Director concluded the Library presentation with the impacts of funding cuts, notably that over the last 3 years the Library has suffered \$87,950 in funding cuts from the State and Hillsborough County; over the past five years, the Library's budget has decreased by \$122,733; the book budget has been cut by \$44,352 and periodical titles have been reduced from 125 to 78; one part-time position has already been cut and two other part-time positions have been downgraded; one part-time aide position remains unfilled, pending the budget outcome, with hours being assigned to other part-time staff during this transition. He reminded Council that for every \$12,000 cut, a part-time staff position is lost and four "open" hours are cut. He concluded that eliminating the part-time staff would result in the Library opening just 30 hours per week with full time staff only and no time for programming; the County's cooperative funding would also be jeopardized.

Council Member Pogorilich remarked he understands that a lot of the users of the Library are not residents. The Leisure Services Director concurred, stating about 65 to 70% of the Library patrons are non-residents. Council Member Pogorilich questioned whether non-residents are required to pay for and obtain a Library card. The Leisure Services Director responded negatively, stating that there is no charge if they live in Hillsborough County, because the Library is part of the County cooperative; there is a \$100 fee if a person resides outside of the County, stating that there may be one out-of-county patron at this time. In response to whether the City can charge non-residents, the Leisure Services Director responded the City cannot charge and remain part of the cooperative; the City receives about \$161,000 in the cooperative funding grant, which also makes the City eligible for State aide, which is another \$20,000 that the City would likely not receive if it was not part of the cooperative. He noted the County also does all of the necessary computer work on the County computers at the Library and pays for some of the licensing, which is a huge benefit.

The City Manager commented that another benefit of being part of the County's cooperative program for the citizens is that they can go to the City's Library and have access to all County libraries.

The Leisure Services Director proceeded with the PowerPoint presentation relative to the Parks and Recreation Division, a copy of which is part of the record, beginning with an overview of the administrative team. Reviewing the staff members for the various programs and facilities, he mentioned that the City has two recreation centers, two tennis facilities, with six clay courts and six hard courts, three nature preserves, comprising about 151 acres, and three miles of riverbanks that the City protects. He continued there are three athletic complexes, which include eight soccer fields, 10 baseball fields, and two softball fields. He informed the Council that the Parks Division maintains nine civic facilities, including the two recreation centers, City Hall, Library, the Fire Stations, and Public Works, along with 73 separate medians and islands, 34 retention and wet ponds, 28 acres of right-of-way, and 71 individual irrigation systems.

The Leisure Services Director said the Family Recreation Complex is the City's premier facility and is recognized as a premier facility in Hillsborough County. He briefly detailed the extensive list of features included in the 48,700 square foot facility.

The Leisure Services Director then reviewed the Aquatics program, detailing the positions, responsibilities, and the revenue derived from the program, along with the cost to provide the program. He pointed out there are only two full-time employees in this program; the lifeguards and water safety instructors comprise the 21 part-time positions, three of which are year-round and 18 positions are summer only. He remarked these individuals provide supervision of lifeguards and swimmers, teach American Red Cross Learn to Swim classes, clean the pool and pool areas, and act as the Division's first responders in cases of medical emergencies, with the Head Lifeguard overseeing these functions, in addition to maintaining pool chemical readings, preparing work schedules and assignments, and teaching Lifeguard training courses to prospective Lifeguard applicants. He mentioned the minimum staffing levels are governed by Red Cross, adding that when all pools are open they are required to have eight Lifeguards on duty. He mentioned they teach about 700 children how to swim each summer, realizing about \$17,000 of revenue in return.

Regarding the Recreation program, the Leisure Services Director said they have a full-time Recreation Supervisor, who manages all of their programs and activities, in addition to acting as the City's liaison to the Arts Council and Arts Festival. He mentioned this Supervisor coordinates the Special Interest classes, for which extra fees apply, generating \$23,000 of revenue each year, in addition to developing their semi-annual Recreation Brochure. He said there is also a full-time Youth Programs Coordinator, who organizes and administers all of the youth activities for after-school and summer programs, including field trips, interaction with participants and parents to resolve behavioral issues, marketing, and other duties. He mentioned the Coordinator is assisted by half of the time of the Special Events person, with the rest of the duties falling to part-time positions. He noted there are about 150 children participating in the after-school program and about 250 children participating in the summer program.

Including the full-time staff, the Leisure Services Director said last year the program brought in \$195,000, having spent about \$178,636. He reviewed the staffing level for the after-school program is six part-time positions, with 10 part-time positions staffing the summer program.

The Leisure Services Director continued with staffing for the Recreation programs, stating there is a full-time Special Events Coordinator, who shares time with the Youth Programs, a full-time Gymnastics Coordinator and five part-time gymnastics instructors. He reviewed the responsibilities of these positions, stating the revenue derived from the gymnastics program is about \$97,344, with \$88,079 in expenses; an additional \$7,500 is realized from gymnastics party events. He noted they have an award-winning gymnastics team.

The Leisure Services Director informed the Council there is a full-time Tennis Coordinator, who is assisted by a .25 FTE part-time position. He explained the duties of the Tennis Coordinator in organizing and conducting classes, clinics, and camps, coordinates tournament sponsorships, maintains all tennis courts and associated facilities, annually resurfaces the clay tennis courts, and organizes, promotes, and manages six USPTA-sanctioned tennis tournaments annually. Annual revenue generated from the Tennis Program is \$28,255, he said.

The Leisure Services Director described various other positions, including the full-time Facility Supervisor, full-time Fitness Coordinator, three part-time Fitness Center staff members, who cover the 94 hours per week that the Fitness Center is open, and the custodial staff, consisting of three positions, including one full-time and two part-time positions. He continued that there are four part-time positions which comprise the facilities staff, which assists Customer Service Staff by answering phones, completing financial transactions, supervising open use activities, assisting with routing cleaning of the lobby and customer service desk, among other duties. He added there are two full-time Customer Service Representatives providing information on all of the programs, maintaining all registration information, and responsible for all financial transactions for sales of memberships, program enrollments, and facilities rentals, in addition to other duties.

Regarding the 10,900 square-foot Omar K. Lightfoot Center, the Leisure Services Director described the facilities and said there is a full-time Senior Programs Coordinator, who manages and schedules all of the programs, activities, and rentals occurring at the Center; annual rental revenue is about \$15,000.

The Leisure Services Director mentioned there is a full-time van driver; a proposal before the Council in May would have eliminated this position and discontinued providing transportation. He said Council's direction was to bring back alternatives; therefore, they approached the seniors and asked if they would be willing to chip in to help with the transportation costs. He reported the seniors agreed to assist by paying \$1 per trip, which would generate about \$2,000 per year.

Another full-time position he reviewed was the Recreation Leader I, who oversees the evening programs at the Lightfoot Center, including Special Interest Classes and Senior activities, performs evening cleaning duties at the Center, assists as needed with the Demand Transportation, collects fees, and provides staffing coverage for facility rentals.

Regarding Parks Maintenance, the Leisure Services Director said there is a full-time Parks Foreman and 10 full-time maintenance positions, who coordinate and maintain all of the City grounds, including rights-of-way, medians, city facilities, parks, and other City-owned properties. He noted they are primarily mowing and working with special projects in the winter when the grass has stopped growing. Regarding maintenance of the athletic fields, associated grounds, and buildings for the three athletic field complexes, he said there is a full-time athletics foreman, assisted by four full-time staff members.

The Leisure Services Director stated that in 2006 Parks and Recreation had 58.33 FTE positions; this past year they were down to 54.48 FTE positions. He briefly reviewed the positions lost. He also pointed out, in that same period of time, new areas of responsibility were added, which include the Raintree Boulevard Medians, Riverside Park, Overlook Park, Telecom Park extension and retention pond, Dog Park, Pleasant Terrace Park, Broxburn Avenue vacant lot, Busch Boulevard rights-of-way, TECO right of way at the end of Whiteway, 56th Street improvements, and the Temple Heights Road improvements. He offered to answer any questions of Council.

Council Member Govin asked the Leisure Services Director to explain what is meant when he mentioned certain programs were self-supporting, and whether that included only salaries. The Leisure Services Director responded that is salaries and expenses, such as related materials or equipment. He said it does not cover the cost of the building. He continued that the revenue is just registration fees; the building is maintained with membership fees, explaining that was the purpose of the fees when Council approved the membership fees in 1999.

The City Manager called on Police Chief Ken Albano for the Police Department presentation.

Police Chief Albano expressed appreciation for allowing staff the time to make these presentations to the Council. Utilizing a PowerPoint presentation, a copy of which is part of the record, he reviewed the organizational structure of the Police Department, stating there are three divisions – Patrol, Investigative Services, and Services Division. He reviewed the personnel in each division, noting the Patrol Division also includes two K-9 officers and a frozen position for a Patrol Officer. He explained Investigative Services has a frozen Secretary II position. He continued that the Investigative Services Division is divided into two areas, which are the Special Enforcement Unit and the Criminal Investigation Unit, which has a frozen position for a Detective. He described the Services Division, headed by a Civilian Commander. He explained this division includes Police Records, Communications, and Support, which is comprised of three part-time School Crossing Guards, the Police Department's only part-time positions.

The Police Chief reviewed several slides enumerating the cost saving measures the department has implemented over the last five years, including eliminating and reclassifying positions, eliminating a Sworn Officer training day at a savings of \$24,345, establishing vacation accrual throughout the year as the standard practice for all holidays at a projected annual savings of \$50,000, eliminating Flag Day Ceremony, cutting departmental training budget by 76% (\$38,516), and implementing a Reserve Officer Program, which is a volunteer program, funded by forfeiture dollars and currently staffed by Temple Terrace Police Department Trainees at an annual value of \$9,418.

The Police Chief commented this will be the second budget in which two sworn law enforcement positions have been frozen, with a cumulative value per year of \$145,543.

The Police Chief mentioned that Pension discussions are ongoing, reporting that Pension Chair Sgt. Michael Lowell is currently working with Foster & Foster (Police Department Actuary) for information on several proposals offered for consideration during the most recent membership meeting. He assured the Council the Pension members understand the Council's concerns regarding sustainability and will present the options when they receive the information from Foster & Foster.

The Police Chief announced a Citizen Volunteer Program has been in the development stages for about two years, with a target date for implementation of September, 2011. He explained this program will basically put Crime Prevention on wheels. He said they hope to start off with about 12 volunteers, who would go through a basic training. He noted they would not be carrying guns, but would be additional "eyes" and "ears" for the Police, and be placed in areas where they need additional coverage. Other areas of assistance would include assisting officers with traffic accident scenes, he said, where they could assist in directing traffic, or assist with Crossing Guards.

The Police Chief presented an overall look at the Agency today, with the breakout of positions. He remarked that Council previously received a handout of salary information of each employee in the City. He explained that where the spreadsheet talks about total wages that figure is inclusive of overtime. He continued that included in his handout, which Council will receive at the end of the presentations, will be detailed salary information for his department in comparison to Hillsborough County and other Police Officers in our area.

Referring to a slide depicting the Police Department's Annual Budget, the Police Chief stated in the last three years the department has received \$338,000 in grants, \$153,000 in donations from an anonymous source that funded their Tasers, their Laser Shot Program, and training dollars for their officers, forfeiture dollars, and 9-1-1 monies, which are currently \$106,000 per year.

The Police Chief commented that in spite of the number of frozen positions, the department has done a commendable job, as represented by the Crime Statistics displayed, which show an 11.9% drop in Part I crimes since 2008. He explained Part I crimes include murders, rapes, and crimes of that nature.

The Police Chief pointed out several factors affecting workload. He noted that the City's population in 2005 was 22,020, which has risen to 24,620 in 2010, an increase of 11.8%; sworn staffing level has not changed since 2005, remaining at 53, with two frozen sworn positions. He reviewed that the officer-per-thousand-residents ratio, established by the City Council in 2005 at 2.2, is currently at 2.07. He stated that if the department was fully staffed, they would still need to hire two additional officers just to maintain the established 2.2 ratio. In addition, he informed the Council that in order to stay 0.2 below the current national average of 2.6, the department would need to fill the frozen positions *and* add six new sworn officer positions.

The Police Chief continued with factors affecting the Police Department workload, stating that the Police answered 21,216 calls for service in 2005; in 2010, they answered 32,530 calls, or a 53% increase, with no increase in staffing levels. Relative to traffic volume, the Police Chief reported that according to DOT, the number of cars per day entering the City at Fowler Avenue and Morris Bridge Road has increased by 14% since 2005. He commented that there have been no commercial thefts in connection with the construction in the downtown redevelopment area since the first shovel hit the ground. The Police Chief advised that since FY 2005, officers have responded to 9,794 alarm calls; however, 74% of the alarm calls received were false, with only 193 calls for actual emergencies. He advised that an updated alarm ordinance is currently under review by the City Attorney, which would add consequences for false alarm calls.

Regarding the Red Light Camera Program, the Police Chief stated the program has been in effect since FY 2008-09 and requires a considerable amount of administrative work from the department. He explained that officers review the violations, which this year alone amounted to slightly over 380 hours spent in reviewing the violations; the Deputy Chief is the primary liaison with the vendor; Secretary II and III assist with all of the walk-ups and call-ins, prepare payments to vendor, prepare case files for court, provide administrative assistance during court proceedings; Community Service Officer and one Sworn Officer currently appear on behalf of the department at all court appearances in order to provide testimony as required. He noted that no additional manpower has been allocated to offset the tremendous draw on existing resources.

In response to the unspoken question of whether the Red Light Camera Program is worth continuing, the Police Chief presented bar graphs that demonstrated a 75% reduction in violation notices, since the outset of the program, along with a 16% reduction in crashes at the camera approaches, and more than 25% citywide as a residual effect, he believes, for the fact that Temple Terrace has red light cameras; therefore, he believes the program is working. After deducting the costs to the State, the ATS fee, and certified mailing fees, he said the City has realized roughly \$133,500 in revenue.

The Police Chief stated that the reality is that they have been doing more with less for a long time with the increased call volume and the related demand on services. While it is tough economic times and businesses are feeling that; however, service is all that the City does and what defines who the City is; in Temple Terrace it is all about service. He said if they are going to seriously talk about cutting staff, there is no way around cutting service as a result.

The Police Chief briefly reviewed detailed descriptions of the various divisions within the Police Department and their respective duties, along with ramifications if further positions are lost. He affirmed that the Patrol Division is the backbone of the agency; if cuts become necessary, he has to cut in other areas, because Patrol must be staffed. He noted there are minimums that must be maintained, which are based on the type of call, in order to allow for adequate Police coverage while at the same time providing an acceptable level of officer safety. He continued that eliminating or freezing another position in the Investigative Services Division could effectively eliminate their undercover investigative abilities in the Special Enforcement Unit's narcotics and vice investigations, which could lead to the shutdown of this unit, among other unfavorable options.

Reviewing the record of the Special Enforcement Unit (SEU), the Police Chief noted that in the last three years two officers and one Sergeant have accounted for 685 arrests; 60% of those have been for prescription drugs and \$118,299 in forfeitures can be directly attributed to the work of the SEU unit. He said the working relationships formed by the SEU with other agencies will pay dividends to our citizens in the years to come; therefore, now is not the time to consider cuts that would ultimately lead to the termination of the SEU and their investigative efforts.

The Police Chief continued with the review of the responsibilities of the various divisions, noting the critical importance of each, as well as their inter-relationships with citizens and other City departments, such as with the Crime Prevention Officer, who coordinates community programs, the Marine Officer, who works with other City departments on projects on or related to the Hillsborough River, and the School Resource Officer, who provides security and police services at Greco Middle School and counsels students and parents to solve student problems before they become a criminal matter. He noted the City receives \$60,000 annually from Hillsborough County to help fund the Marine Patrol Officer position and the School Board currently provides 50% of the funding for the School Resource Officer, which equates to \$44,705 in FY 2012, and he noted all of these officers assist Patrol as needed. He noted that only the department's newest employees are tasked with one job, as a patrolman; everyone else is cross-trained to do more than one job, whether instructing, member of the SWAT team, Crisis Negotiations Team, traffic fatality unit, which explains why they cannot be lax on training.

The Police Chief spoke of several misconceptions as to how the City has gotten into this financial situation, citing Amendment One, the housing market, and the economic downturn as contributing factors. He contended the Union is not the cause of all of our financial problems, explaining that contracts are formalized and binding arrangements between labor and management, and every contract union members have received was openly negotiated and ultimately agreed to by the City Council before they were presented to the Union members for ratification. He cited as an example the 7% increase that was mentioned at a recent meeting; he researched how that came about, and found it was a one-year contract in FY 2004 to make up for serious inequities in what the City's officers were being paid in comparison to those in surrounding jurisdictions, which affected the ability for the City to recruit and retain quality officers. He remarked that currently 50% of the Police Department have college degrees, with 26 of those being Bachelors or Masters Degrees. He noted the comparable salary information shows that in some areas the City's officers are still underpaid.

The Police Chief commented that intentional or otherwise, comparisons that make the City employees, as a team, look at one another and question why some are paid more than others, has created a situation of pitting City employees in different classifications against one another, suggesting instead, the use of an official salary survey comparing "apples" to "apples." He asserted the employees are all part of the same team working together to provide the best possible service to our citizens, whereas, in some cities, there is great animosity between general employees and police and fire.

The Police Chief reviewed that a couple of years ago, when he was just four months into his job as Chief, he was requested to go back to the Union regarding a proposed increase; negotiations continued for several months, but the bottom line was that it could have been paid to the Union members, but the City really needed the money, and therefore, the officers voted to forego a \$280,000 pay increase, after already coming up with a couple hundred thousand in savings in the department, for a half million dollars in savings to the City. He said he doesn't believe some of the other employees understand that was the level the Union members went to, which is why they didn't feel they could do it this time, being the second time in two years they were asked to forego their signed contract, and instead, they are looking to the Pension for help.

The Police Chief reviewed the non-sworn members of the Police Department, which include a Secretary III, two Secretary II positions, one of which is currently frozen, the Crime Scene/Evidence Coordinator, the Services Division, which includes Records, Communications, and the School Crossing Guard program. He explained in detail the duties and responsibility of each, as he emphasized how these positions are critical to the operational efficiency of the agency. He also stressed that with the second Secretary II position becoming frozen after the vacancy occurred, the result was that the existing Secretary II and Secretary III are tasked beyond capacity, having to assume most of the responsibilities of the third position, and the administrative officers, including him, having to complete many tasks themselves that are typically performed by the secretarial positions, which takes away from their more critical tasks.

The Police Chief also raised the issue again about the FRS employees and asked for consideration, through various alternatives, to provide some relief to the FRS employees, of which his two departmental secretaries and his Crime Scene Coordinator are included. He emphasized these employees have been with the City long-term, approaching, if not passed, 20 years of dedicated and loyal service. He noted there are ways other than directly paying them that would provide relief, and he reiterated the request for consideration.

The Police Chief continued with his review of non-sworn members of his department, which included the Community Service Officer, Tracy Mishler, which he commended for having retired as a Captain and coming back to perform a myriad of necessary and time-consuming duties that would take two officers to do in his absence. He noted that as a fully certified officer, Officer Mishler is also able to immediately respond, without notice, to assist law enforcement operations, which he does on a daily basis.

The Police Chief explained the importance of the remaining positions, including the Crime Scene/Evidence Coordinator, who is on call 24/7/365 unless he is out of town. Regarding the Police Records, he noted that all of the concerns mentioned by the City Clerk regarding records apply to the Police as well; there are two positions who handle all of their reporting and public records requests.

The Police Chief commented that the Communications Unit offers a primary 9-1-1 call center within Hillsborough County that answers all emergency and non-emergency calls.

In the Police Accreditation process, the Police Chief reported the Communications Unit met or exceeded all standards and were singled out as the unit of excellence, with the same excellence recognized in the international accreditation standards in the Fire Accreditation process. While staffing levels were set in 2003 at 14 Communications Officers, he noted since that time, call volume, window assistance and support-related duties and responsibilities have increased, with overtime trending downward. He emphasized the stressful nature of their jobs and the difficulty in finding and retaining the “right” persons for these positions.

The Police Chief addressed the department’s part-time positions, which are the three School Crossing Guards, who serve three Temple Terrace schools. He noted that if one position is eliminated, it would require him to place an officer in that position, who could not leave that position, citing an example that if the officer left to assist another officer and a child was hit, the City would potentially be subject to civil litigation on top of the anguish suffered. He noted the highest paid Crossing Guard earns \$10.00 per hour, compared to \$19.65 for the lowest paid officer; therefore, it makes no sense to replace a part-time Crossing Guard with a Patrol Officer, creating staffing issues on top of safety concerns. He emphasized it would not be prudent or cost effective to eliminate this program.

The Police Chief mentioned the achievement of State Accreditation, which is a testament to the professionalism, competency, and efficiency of all of the Police Department’s members; however, of greatest importance to them is the safety and security of the citizens and the community they serve. He urged the Council to consider the long-term ramifications of the decisions currently being weighed.

Council Member Pogorilich questioned the possibility of outsourcing dispatch to Hillsborough County and asked for the Police Chief’s thoughts. The Police Chief responded negatively. He said there have been talks of consolidating the 9-1-1 operations, in which he and the City Manager have participated, and the consensus of all of the other cities was for the County to do their study and get back to them, which has not occurred. He commented that the City would lose control, emphasizing that the City has protocols and procedures unique to Temple Terrace; our Communications Officers know Temple Terrace, citing the example that when someone calls in and needs help and all they know is that they are across from Louie’s, our Communications Officers know where that is, but he could not guarantee the County would. Giving up that control to the County, he said, no matter what initial guarantees were given, there is no guarantee moving forward that the City’s protocols and wishes would be in place, and the City would have no control over that. He said the bottom line is that with the services the Communications Officers provide at the level in which they are provided, and the relationship and dependency they have with them as Officers and Firefighters, he believes it would be ill-advised.

Council Member Fernandez commented that she was part of the Council when it was discussed before. She explained the reason she was not in favor of that was that even though there would be an agreement that all of the Communications employees would become part of the County and would stay in place and serve Temple Terrace, as those employees left, it would be up to someone else to hire their replacements and eventually the City would lose that connection; if the consolidation did not work out, it would be cost prohibitive to start it up again.

The Police Chief commented that they also did a study when it was first proposed, and polled the other Chiefs; the majority of those polled were also not in favor. He also explained the time they spend on hiring a Communications Officer is nearly as much as when hiring a Police Officer.

Mayor Affronti commented that the other concern that was mentioned in those discussions from a number of citizens was questioning where the City would be in the “pecking order.”

Council Member Boss said it is an issue of trust; the citizen is relying on them to give the best service for their safety, and they would be more likely to trust someone with an investment in the community, which the City’s employees share.

Mayor Affronti expressed appreciation for the professionalism that all of the department directors displayed tonight in their presentations, demonstrating their conscious efforts to keep costs down over all these years. He confirmed with the Finance Director that in 2005 there was additional property tax received in that year of \$412,000; at the end of that fiscal year, \$676,000 was placed into reserves. He wanted it clear that when there was excess money, it was put into reserves, along with another \$250,000 the departments had saved.

The City Manager spoke briefly about the Human Resources Department, stating it is another department that is an integral part of the City. He reviewed that the Human Resources Director retired and right now he is filling in for that position. He said that with litigation, insurance claims, and open enrollment, it is very, very busy. While he had hoped, because of the budget crunch, to see if the administration could handle it, they just don’t have adequate time, reiterating it is a crucial part of our operations. He noted there are three full-time positions and one half-time, and now that he has been directly involved, has reviewed the responsibilities of the part-time position, and sees how busy they are, at this time there would be a significant negative impact to their operations if that position was removed. He said they would continue to evaluate the position once a new Human Resources Director has been hired.

The City Manager commented Temple Terrace is a very busy City government with a lean staff. He expressed pride in the management team and all of the Temple Terrace employees, stating that in his 40 years of public service, they rank the highest in terms of dedication and service to our residents of any he has seen, and he is very proud to be a part of that. He remarked the Council has heard how all of the departments inter-relate; cutting in one ripples through the others and has a profound effect. He said the City has very high service standards, higher than any other jurisdiction in this area, and in the State, in his opinion, and the City employees, all of them together, consistently deliver the quality service standards that the residents have come to expect and appreciate. He said he would hate to see any degradation of our employee force and would not recommend that. In fact, he said he has the highest esteem for them for doing more with less.

The City Manager closed his statement by acknowledging a sensitive area and recommending that they offset the FRS employees’ 3% state-mandated contribution. He explained the administration tries to keep the employee groups on par with one another; accordingly, he believes that those 29 FRS employees, representing 590 years of service deserve that break, and he reiterated the recommendation to offset the contribution.

Mayor Affronti asked the City Manager to formalize his recommendations for the budget.

The City Manager responded that in terms of the budget, the administration and collectively, the management team, have proposed to utilize the roll-up rate, which does increase the millage rate, but to a level that people in our area do not pay extra taxes, adding it is slightly below what they paid this current fiscal year. He continued that they have recommended using some of the reserves; in lieu of that, he said there would be severe cuts, which would reduce service to our residents.

Council Member Neale concurred with the City Manager's statement in regard to trying to make the FRS employees whole. She said she understands it would only take 2.75%, because of FICA and other deductions, and she would very much like to see that happen. In response to a question as to how much that would be, the City Manager responded it would be about \$37,000.

The City Manager pointed out they are in a time crunch, with the need to set the tentative millage rate at the City Council Meeting on July 19, 2011. Mayor Affronti clarified they cannot vote at this meeting, but they need a consensus.

Council Member Boss said he concurred with the City Manager and Council Member Neale in regard to both of those issues – going with the roll-up rate and reserves and figuring out a way to offset the 3% to the FRS employees.

Council Member Fernandez stated that she would be in favor of looking at the roll-up millage, but she can't say right now that she is in favor of offsetting the FRS. She reasoned that she considers the health insurance to be a bigger problem, because it hits every employee. While she sympathizes with the FRS employees, she also believes it is really not fair to everyone who is being hit with an 11.5% increase in health insurance to only impact 29 employees. She concluded she is not at the point of being able to make a decision on that issue.

Mayor Affronti interjected that the other side is that the other employees will have to pay the additional cost of health insurance, but the FRS employees will lose 3% of their take-home pay *plus* pay the insurance.

Council Member Neale added that she understands the rest of the employees don't have to pay the 3%. Council Member Fernandez contended that the other employees are already contributing, just to a different program to a pension in a different manner.

Council Member Govin commented he could probably support the roll-up, but wasn't convinced they need to go all the way with the roll-up; he acknowledged there was some discovery for him in what was said tonight. He continued that he believes there are some situations where some revenues could be generated, such as the van driver. He stated that there are so many services being offered on a County-wide basis, that he would really like to know the cost of that one, specifically what it costs to have a full-time person, the van, depreciation, etc., and, if possible, data on how many people use that service, by Tuesday's meeting.

The City Manager responded that at Tuesday's meeting, the Council will technically simply be setting the tentative millage rate. He recommended that they set the millage rate at the roll-up level, reminding the Council they can always come down, but they cannot go up. He asked that they leave that flexibility while they deliberate. He explained the budget will be prepared and presented sometime the first week of August.

Council Member Govin interjected he had no problem with that; he believes they need further discussion as to whether they can come down someplace before approving the rollup.

Mayor Affronti asked when they have to set the actual millage rate.

The Finance Director explained the Council will set the tentative millage rate at the City Council Meeting on July 19, 2011, at a maximum, not-to-exceed rate of 6.25 mills; then on September 8, 2011, they will have the first public hearing to set the millage rate. She continued that the Council will receive their budget book the first week of August, which will provide the opportunity to deliberate it more.

To clarify, Mayor Affronti said they need a consensus on not only the roll-up of the millage, but also taking money from the reserves. The City Manager said that is what they would prefer, since that is how the budget was submitted at the last workshop.

Council Member Pogorilich questioned what would be left in the reserves, to which the Finance Director commented it would be about 16% or about \$3.6 million. Council Member Pogorilich said he did not have a problem with taking money from the reserves; he would like to see the roll-up on the millage to be something less than .30 mills. He said he appreciates everyone coming out to the meeting, acknowledging there was a lot of hard work put into the presentations; however, there are 24,000 citizens in Temple Terrace, many of whom are faced with unemployment, higher gas and grocery prices, and this is an opportunity to still balance the budget and give some relief to the citizens. He suggested there was room in the parks and recreation and library budgets, and said if they went to a 6.15 millage, for about \$175,000, the difference would be about \$155,000 to make up. He suggested a half-hour furlough for a whole year for everyone that should be about another \$115,000, leaving about \$40,000 to come out of the library and parks budget.

Mayor Affronti said he believes that is a mistake. He said to do that, they would have to cut personnel.

Council Member Neale said she would like to see the maximum roll-up now, and they can make a change to something lower and not be stuck with something too low.

Council Member Boss concurred, stating they can always go down from the roll-up rate.

Mayor Affronti said when they raised the millage rate last fiscal year, the Council made a commitment to the citizens that if the revenues pick up, they would drop the millage. However, he said that at this point, in order to maintain the current services, they need to raise the millage without increasing the amount the citizens have to pay.

Council Member Govin commented that he thought what was presented tonight had some revelations in it that should be examined by the City Manager to see if they can, not necessarily cutting employees because they have looked at that and it looks pretty sound from what he heard this evening. He thought it was exceptional and should be done every year. He said he does believe there was some possible room, adding that one of his questions was whether recreation could generate a little more revenue, such as another \$5,000-\$10,000. Council Member Govin also said he is highly suggesting that the frozen positions be eliminated, although he knows the administration doesn't want to do that; however, he believes the Council has a responsibility to know when those positions come back in. He offered the City Manager could bring them back as new positions when they want to bring them back in.

The City Manager commented that he is absolutely correct; however, the net effect is that the frozen positions are unfunded, and the administration has to come to the Council anyway.

Council Member Govin responded that he doesn't want to wake up one day to find two positions added without the Council being advised, adding he is open to another way to do it, if there is one.

The City Manager suggested they qualify the positions as frozen, subject to funding by Council. Council Member Govin concurred with the City Manager's suggestion.

Council Member Govin mentioned the van driver, suggesting they look closely at the costs to see if that makes sense, because HART has a system and the County also has a system in place. He questioned whether the City is trying to do something that they don't do well, when there are specialists out there. He said he remembers the discussion from some time ago, perhaps three or more years ago. Other than that, he said he would totally support the rollup rate in the first pass with a consideration of reducing it later on, if they can find additional savings or generate additional revenue.

The City Manager mentioned that a copy of the presentations will be provided to them as they leave the meeting, because there was a great deal of information covered.

Council Member Pogorilich suggested perhaps increasing the annual membership fee and see if that is doable, with some calls to the YMCAs to be sure the City stays below their rate, and perhaps raising the out-of-town rate. If those things could be done, he suggested perhaps they won't have to go to the full roll-up rate.

The City Manager restated the consensus, which is to go ahead for the tentative millage rate using the roll-up rate, keeping in mind that before Council acts on it, to see what other revenues could be raised or other costs reduced to bring it down as much as they can. He said the utilization of reserves appears to be acceptable. He said he believes there are mixed feelings about the FRS contribution.

Council Member Boss commented that a lawsuit has been filed on FRS; however, the case is still pending and will likely be several years. He said the law is effective now and the money started coming out as of July 1, 2011.

Mayor Affronti stated there needs to be a consensus concerning the FRS contribution, to which Council Members Govin, Fernandez, and Pogorilich indicated they would not support offsetting the 3% State-mandated contribution from the 29 FRS employees.

The City Manager clarified he is hearing there is no support to funding the offset of the 3% state-mandated contribution by the FRS employees.

Council Member Boss stated that the City has the money coming from the money the City is paying into the FRS right now, and the employees have no access to this money unless they leave the City voluntarily and do not join another FRS plan, if they get fired from the City and don't join another FRS plan, or if they die. He suggested it could be structured that if any of those three things occurred, whatever money the City contributed towards their salaries would be reimbursed to the City. He noted that those employees have at least 16 years of service and some up to 27 or 28 years, and the rules have changed at the end of the game.

Council Member Govin said that he differs with Council Member Boss, stating that the City does not have the FRS money. He said they are talking about a budget that has been calculated without that FRS money, which was confirmed by the Finance Director.

Council Member Pogorilich interjected that they still need to find a way to give some relief to the citizens. Mayor Affronti added "if that was possible," but the consensus is to go forward with the roll-up rate for the tentative millage and use whatever reserve money is necessary to balance the budget.

The Finance Director confirmed they would include the frozen positions in the position count, but they will be subject to funding approval by Council.

Mayor Affronti thanked the Department Directors for their presentations, which were very enlightening to the Council, and hopefully to the citizens, to let them know all that the employees do for the City.

The work session concluded at 9:50 p.m.

Submitted by,

Lisa Small, MMC
City Clerk