



# City of Naples

-SUBJECT-

Review of preliminary general operating budget for fiscal year 1986/87.

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Meeting called to order at 7:00 p.m.

City Manager Jones explained that each department budget would be reviewed in detail at the meeting. Council members would be asked to indicate what they would like to see in the budget. The budget is what the City Manager prepared based on department requests. Mr. Jones suggested that the departmental requests be reviewed in order of appearance in the budget.

Mayor Powell welcomed the various Council discussion of reviewing the budget and discussed how it is to be done and what he would like to see in the budget. He wanted to discuss the overall City financial picture.

Mr. Crawford said he would like to see a revenue received in 1986 and suggested a policy to have a certain amount of revenue increase to establish a rate of increase. Mr. Jones pointed out that department heads were to be responsible with a knowledge of revenues available and that these revenues and expenditures are to be used in a way that would be recommended that the amount of reserves be reduced to a policy decision. Mr. Jones said that the amount of reserves be reduced to a policy decision. Mr. Jones said that the amount of reserves be reduced to a policy decision.

Mr. Jones also pointed out that it might be considered that the City would receive supplemental income from the various other methods for accommodating potential emergencies. Mr. Crawford asked, however, that the City would receive supplemental income from the various other methods for accommodating potential emergencies.

Mr. Crawford suggested that it is a very important and logical point to receive funds for unknown needs and that the City should have a reserve fund. He suggested that the City should have a reserve fund. He suggested that the City should have a reserve fund.



Mayor Putzell called the meeting to order and presided as Chairman:

Present: Edwin J. Putzell, Mayor

Kim Anderson-McDonald  
 William E. Barnett  
 William F. Bledsoe  
 Alden R. Crawford, Jr.  
 John T. Graver  
 Lyle S. Richardson  
 Councilmen

Also Present: Franklin C. Jones, City Manager  
 Mark W. Wiltsie, Assistant City Manager  
 Steven C. Brown, Personnel Director  
 David W. Rynders, City Attorney  
 Janet Cason, City Clerk  
 Tara A. Norman, Administrative Asst.  
 Roger C. Barry, Comm. Dev. Director  
 Christopher L. Holley, Comm. Serv. Dir.  
 Stewart K. Unangst, Purchasing Agent

Meeting called to order at 9:10 a.m.

City Manager Jones explained that each departmental budget would be reviewed in detail at the series of Council workshops prior to public hearings which will begin on September 2. The proposed budget is what the City Manager prepared based on department requests. Mr. Jones suggested that the departmental requests be reviewed in order of appearance in the budget.

Mayor Putzell mentioned the previous Council discussion of reducing the requested new positions from 12 1/2 to 11 1/2 and said that at some point in the discussions he wanted to discuss the overall City personnel picture.

Mr. Crawford said it seemed that each year all revenue received is spent and suggested a policy to save a certain amount of revenue increases to establish a more sizeable reserve. City Manager Jones pointed out that department heads make their requests without knowledge of revenues available and that these requested expenditures are kept in line with revenue and recommended that the issue of reserves be addressed as a policy decision. This had not, however, been developed by the Council at this point, he said. Mr. Jones also pointed out that it might be considered unfair to taxpayers to accumulate an excessive reserve because they would be paying for services not received; there are various other methods for accommodating potential emergencies. Mr. Crawford noted, however, that the City would receive supplemental income from the interest on that reserve.

Mrs. Anderson-McDonald observed that it is a very prudent and logical point to reserve funds for unknown needs and asked Mr. Jones what other sources would be available. He stated that insurance, federal programs and state programs would assist the public in the case of a natural disaster and pointed out that financial difficulties would not have such an immediate impact so the City could adjust revenue utilization accordingly.

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Mr. Barnett cautioned that the City make it clear to the public why these reserves would be needed. Mr. Crawford said that while he wasn't suggesting that the budget was particularly "fat", it doesn't seem onerous that, in relation to the size of the City's budget, some sort of formula be used to set aside revenues until there is a reserve of some appropriate percentage of the total budget. He cited problems now being experienced in New York City and said he wasn't impressed with a million dollar reserve for a city the size of Naples.

Mayor Putzell said that there must be some middle point because a large reserve would cause citizens to want it used to relieve their tax burden. He suggested that a two or two-and-a-half million reserve might not be criticized and still address Mr. Crawford's concerns. He said that it would be prudent management to set a policy. "If we find that whatever we set is more than we need, we can always cut back," Mayor Putzell commented. "If you don't plan now on a rational basis, we may wish we had down the road."

Messrs. Barnett and Bledsoe agreed that an analysis should be made of potential need, and Mr. Bledsoe cautioned that this be carefully communicated to the citizens. Mayor Putzell stressed that he felt the reserve should be modest and Councilman Anderson-McDonald stressed the importance of reserve funds earning additional revenue. Mr. Richardson suggested a look at the history of past City reserves.

Mr. Jones stated that this objective is not something the City had considered in the past; in the case of a storm, for example, there would be a certain amount of reliance on other agencies. The City would restore public facilities but had not intended to provide assistance to homeowners or to provide shelters, a responsibility which falls on other governmental agencies. If this is a goal of the Council, he added, the staff will develop some plans.

Mr. Jones then pointed out that this proposed budget is a continuation of goals which the City has been working toward for a number of years with some changes in service levels and provision for response to such things as state requirements, etc. There may be additional goals which come to light during this discussion, he said, which the Council may want to implement in the following year's plan and possibly set up a further goal-setting session after the beginning of the fiscal year.

Mr. Crawford again suggested that the Council seriously consider a formula to build up a reserve. Mr. Jones stated that the general fund represents only \$9-million of the total budget, so a million of reserve would be a little over 10 percent. Utilities are a significant part of this budget but stand on their own. Mr. Crawford said he understood that reserves were spent this year on capital improvements and Mayor Putzell suggested that the history of each of the individual reserves - general operating, enterprise, etc. - be provided by the City Manager.

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In beginning the review of individual departments, Mr. Jones advised the Council that the first page in each is a summary comparing budgeted amounts to expenditures followed by additional detail pages. Mayor Putzell asked about the amount budgeted for Council travel and Mr. Jones said that this is reserved for the Florida League of Cities conference or other travel connected with the Council's activities. The procedure, Mr. Jones explained, is to reimburse for actual expenses or, more often, travel is prearranged and advances for per diem made; an expense report is then filed to justify the final amounts. Per Diem is broken down between housing and food with total housing being paid and \$20 per day allowed for food.

Mayor Putzell suggested addressing the City Attorney's budget. City Attorney Rynders pointed out that the Council had considered that the savings in state attorney costs would go for administrative purposes of the Code Enforcement Board. He said that he had suggested part of the approximately \$17,500 to fund a portion of the new position in the City Manager's office to handle those administrative functions. When that board gears up there will be extensive record keeping of the proceedings which approximate a court reporting function plus all the other clerical needs of agendas, filing, etc., Mr Rynders continued. He pointed out that at the beginning his office could perform such light work which has been needed so far, and although there might not be need for half the person's time, there would be a substantial amount of work which could not be added to the duties of his legal assistant. "We can approach it any way the Council likes, but the board is not something the City can absorb for administrative assistance without some additional costs," he added. Mayor Putzell said that even though the City wasn't getting service from the state attorney he failed to see why this money had to be used up; there should be an attempt to handle the work until a point is reached where it is beyond the legal aide's capabilities.

Mr. Bledsoe asked about returns from fines of the Code Enforcement Board and Mr. Rynders stated that this is presently unknown.

Mr. Graver also said that the legal aide should handle the work initially to reduce that one-half position which could be filled later, if needed. Mr. Bledsoe said that activity could be increased by virtue of the board's existence, but Mayor Putzell pointed out that the board would not be initiating action. Mr. Barnett said if the administration needs the position it can be instituted. "I don't think anybody's going to fight you on it," he said.

Mayor Putzell asked for a review of the proposed new City Attorney retainer arrangement and how this would affect that budget's maintenance and operation section. Mr. Rynders stated that professional services shown were for labor attorneys; the \$17,500 was for the state attorney's office and now, as the City Manager recommends, that is out. Communications expense is for his office phone service only and is a reasonable estimate for long distance and local phone service. Mayor Putzell questioned the school and training amount and Mr. Jones explained that this is for Pat Rambosk's training and Mr. Rynders further explained that although she has completed her general training, this funding is for periodic additional courses.

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The only adjustment would then be, said Mayor Putzell, for the half position, plus fringe benefits.

Mr. Jones suggested that a list of potential changes be compiled to be discussed later in the review process to determine how each impacts other items as they are reviewed. Mayor Putzell agreed.

Mr. Graver asked for details of the new retainer arrangements as they apply to fringe benefits; the City Attorney responded that he would pay from his retainer the total cost of health and life insurance. He further explained that he would make vacation arrangements so as to be available and, if not, would arrange for the City's legal services be covered. "That's my responsibility," he said. "If I have to come back to provide services, that I would do." Mr. Graver said he wanted Council to be comfortable about this before the meeting tomorrow.

Pension is also the City Attorney's responsibility, Mr. Rynders explained, and indicated that he would create a benefit plan through the legal corporation he sets up for his practice. "I would have the ability to earn up to and no more than the City paid last year," he said. He said he hopes to avoid public criticism by putting this limit in the retainer. Mr. Richardson observed that this is almost precisely what the school board has done and with considerable success. "This is nothing new," he said. Mayor Putzell further said that research has been done on the school board's experience and since that experience has been so good, he wouldn't hesitate to proceed.

Mr. Barnett said he was comfortable with the proposal and the Council would, if also comfortable, be able to answer any questions which arose.

Mr. Graver asked if the City was required to advertise for bids for this type of service. City Attorney Rynders replied that each year he would submit a budget request and any other attorney could do likewise; the Charter directs the Council to hire an attorney and set the level of compensation, so until the Council decided to hire someone else, it has retained/hired him. Mr. Graver asked whether outside attorneys inquired about this position; this has come up with particular services like bond work and labor counsel, Mr. Rynders responded. The City Attorney is an officially recognized position under the Charter with special functions and responsibilities, and that position would have to be vacant before the Council would pick another individual, he added; someone is named City Attorney under the Charter, so it isn't something other attorneys would normally pursue, although the Council has the right to consider them.

With reference to the Airport Authority, Mr. Graver asked if the City Attorney functioned as its counsel without compensation. Mr. Rynders explained that the Authority could call on the City's chief legal officer or retain their own attorney. In 1978 they had their own and, in fact, were litigating with the City. Then when that litigation was settled, the Airport Authority asked the City Attorney to provide legal services, Mr. Rynders explained, and he did so until his City salary was cut. There had been suggestions in the past that the City charge the Authority for legal

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services but the City Attorney had suggested not charging because it was a good liaison between the two bodies. When his salary was reduced, Mr. Rynders said, he told the City that he couldn't continue serving without charge, so the Airport Authority paid a retainer and an hourly rate for litigation.

Mayor Putzell asked City Clerk Janet Cason whether she'd seen the memo he had written regarding items he wanted discussed by each department, and read the text. She said she had not.

Ms. Cason began reviewing her budget by stating that she has two full- and two part-time employees through whom she hopes to maintain the current level of service, although demands from the public are increasing. Even though it has been sporadic, she has been able to take advantage of various senior citizen and student employment programs to supplement the work force. However, these programs may not continue in the future, she pointed out, and, in fact, the senior citizen program was now on a day-to-day basis.

Ms. Cason explained that she does microfilming of all departments' records and listed various savings which she has been able to achieve through working with the microfilming departments of other governmental agencies. "We've saved well over \$12,000 in the past year through these efforts," she said.

Overtime estimates represent staffing necessary for night meetings and will offset an original request for additional personnel. The City Manager further pointed out that temporary personnel would also be utilized; in addition, a member of the City Manager's staff will handle workshop meetings and thus take pressure off Clerk's office. Mayor Putzell asked if this overtime is a one-time need. Ms. Cason responded that because the availability of assistance she receives from outside programs is unknown, it is difficult to determine how much additional help will be needed in the future.

The City Manager's budget was discussed next. Mayor Putzell observed that expenses had gone up considerably and asked for a summary. Mr. Jones said that the bulk of the increase is in the personnel area for two positions: natural resources manager and the half clerical position proposed to be shared with the City Attorney. The natural resources manager's salary is estimated at \$32,000; preliminary interviews are being conducted this week with 10 of the original 100-plus applicants and a final decision will be made from among four finalists, the City Manager explained. An interview panel will consist of representatives from the Conservancy, the community in general, and the Personnel Division. There will be a need for clerical assistance for the natural resources officer, Mr. Jones further explained, as well as a need to relieve the Clerk's office and for someone with strong dictation skills to assist with Council dictation and workshop meeting minutes; these needs will be filled by the clerical position proposed. This clerical position would serve as a receptionist to centralize phone calls. The City Manager further explained that he had taken the opportunity of the Code Enforcement Board

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need to propose to the City Attorney that this position be half dedicated to that function. Mr. Jones indicated that he would try to institute this needed clerical position, if necessary, through savings in other departments in order to reach Council's objective to reduce new personnel by one position.

Mayor Putzell asked about salary savings and abatements; this is to show work done by one department for another, Mr. Jones explained. The salaries in the budget are figures effective April 1, so there are no increases shown in the individual departments either for merit or general increases, the City Manager further stated. This is handled through the contingency fund. Mayor Putzell said he understood that contingency addressed only increases for bargaining units, but Mr. Jones confirmed that increases for non-bargaining people are also handled this way.

Mr. Graver asked for more information about the half clerical position to be shared with the Attorney's office and Mr. Jones reiterated his position that if the administration is held to the overall reduction of one new position, he will look to other departments to implement it. There is not an easy way, for example, to share a position with the Community Development Department, he said. Mayor Putzell asked for scheduling of a workshop discussion of the City's organizational structure. "It bears very much on efficiency and the Council should take a look at the present structure and hear Council's and the administration's ideas once the budget is adopted," he said. Mr. Richardson said he feels the City also produces a great deal of paperwork and that it should be determined which reports are unneeded. Mayor Putzell compared this to street signs, many of which were found to be unnecessary.

Mr. Barnett asked for a discussion of the computer being utilized in this meeting. Mr. Jones and Ms. Norman explained that this system was being tested for direct input of minute text so that meeting reports could be provided to Council in a much more timely manner. Ms. Norman pointed out that the benchmark for minute preparation is three hours for one hour of meeting time and the first test done with the computer at the last regular meeting and workshop had resulted in preparation of minutes for six hours of meetings in seven to eight hours. The Council then discussed records retention and the City Manager explained some of the state regulations under which the City operates.

The Community Development Department budget was then discussed and Director Roger Barry commented that two new positions were being proposed to supplement the department's 11-member work force. The clerical position - shared between building and planning - would actually be primarily used for planning (70-80 percent).

With reference to building division activities, he said he wished to correct an apparent prevailing attitude that there will be a continued decline; this is not the case because the level of activity over the past five years has steadily increased. He quoted building

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permit figures from 1981 to 1985. It is anticipated that this level of activity will increase because there is still much opportunity for redevelopment within the City or for filling in where vacant areas still occur. Those kinds of construction activities are at least as complex, if not more complex, than other activities, Mr. Barry pointed out, and include demolition, moving structures, etc.

In further explanation of his department's level of activity, he explained that certain local ordinances and state regulations have become more stringent, such as coastal zone legislation requiring new details or projects and other types of construction submittals. Also revised energy calculations mandated by the state must be monitored by the building division and federal flood insurance regulations have changed and must be enforced on the local level. Therefore, the activity not only has increased but has become more complex, he added. "We need to maintain our level of service and meet these additional demands," he said. There is a need for a position to fill in at the counter area where an employee assigned there also serves various board meetings. Frequently, in order to have someone at the counter at all times, it is now necessary to take other people away from their regular activities, such as using the zoning enforcement officer.

In addition, there is a need to improve information storage and retrieval which is much better done on computer rather than the manual index system now used, he continued. "We have not met that objective; although we have the equipment now, we don't have the staff time available to implement it without a new position to assist in that activity," Mr. Barry said. This deficiency is usually most evident when it is difficult to respond to inquiries from the public in a timely and effective manner.

Mayor Putzell asked if a task force could be used to catch up and then use the regular office force to maintain the records. Mr. Barry estimated an extensive amount of work to accomplish this, although if the personnel were eventually no longer needed, the force could be reduced through attrition. A task force, he said, would not be that effective in this instance. Mayor Putzell, however, clarified his remarks to mean that a group would come in to specifically computerize records; he asked if additional personnel would be needed to maintain those records. This would depend upon how well that system functioned for the present staff, Mr. Barry responded. He said his staff doesn't have the time to research software as well as enter previous data once software is installed. He predicted that the task force approach would cost considerably more than adding the position proposed. Mayor Putzell said he felt computerization would be the first to suffer in the press of other work.

Mr. Bledsoe asked if computerization had been researched and Mr. Barry said that most cities deal with this problem and it is a very costly process. Mr. Crawford asked about different hours for people at the counter and Mr. Jones gave the opinion that some efficiencies could possibly be achieved, but there would likely be more work in a concentrated period of time if limited hours were set. "You will still be utilizing higher paid people in a lower paid function,"



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he pointed out. Mayor Putzell asked if the computerization could be strictly assigned to one person who would do nothing else. The current proposal doesn't envision that happening - 20% of that time is now proposed. The City Manager pointed out that this is a goal setting item which could be accomplished quicker with more money. Mayor Putzell said he was interested in earmarking a person for that responsibility, not adding anyone else. Mr. Barry reiterated that 20 percent of the clerical position had been figured for the building division and the remainder in planning, not just to computerize records. The single clerical position in planning division now is fully utilized, he further explained; the state comprehensive plan mandate alone will require the assistance of a clerical position.

To illustrate other needs which his department will be required to address, Mr. Barry recalled that the comprehensive plan was first adopted by the City in 1979 and now a new plan must be established in response to state legislation; this new requirement is different from the original in that many more items to be addressed. There are 24 months to put the new plan together, Mr. Barry continued, and only \$24,000 has been allocated by the state to assist the City with this effort. The 1979 plan cost the City \$150,000 and the state funded only \$10,000; this new plan will cost considerably more.

Mr. Barry then identified other special projects and activities such as R/UDAT program which he said needs a sophisticated and well-reasoned response from the staff. He then listed other needs for support from his staff: historical district designation; upcoming Collier Development Corporation DRI project; comprehensive plan amendment; code enforcement board (where there are 12 cases pending); revision of dredge/fill regulations; antenna/dish ordinance; state 30-year erosion line under consideration; annexation study ("Neapolitan Enterprises will retain experts and the City needs to respond professionally - we really can't make a sophisticated annexation analysis now," Mr. Barry said); Chamber of Commerce and Naples Beautification Councils; community development block grant program ("We are without any staff person assigned to it but when contractors are hired and reports are made to HUD, we need to know how to do it right," he added); post-disaster redevelopment rule; Third Street shopping area improvements now in planning stages ("An intelligent analysis is needed rather than just processing, and we don't have the resources at the present time.")

In further discussion of records computerization, Councilman Anderson-McDonald asked if the personal computer currently in use would handle the work; Mr. Barry said it would probably be sufficient. He pointed out, however, that computerization was only one of the elements he felt was needed from additional personnel. Other needs would consume the proposed clerical person's time, and then if time were left over computerization would be handled.

Mr. Barnett said he would like to see computerization expedited and asked that Mr. Barry come back with a plan. Mrs. Anderson-McDonald asked if this approach would save time, and Mr. Barry confirmed that eventually it would be a great time saver. This would help the department overall and would provide the

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staff as well as the public with a much higher level of service. Mr. Bledsoe asked if a charge could be assessed for research services if a written report were provided. City Manager Jones said that the primary interest was in being more responsive to the public; computer printouts could be charged for, however, within state regulations, he said, but the administration would not be able to do this without a fee system in place.

Mrs. Anderson-McDonald observed that the department is operating under very frustrating circumstances and that Director Barry has presented Council with just as restrictive a budget as possible in light of this situation. She said the Council would probably be willing to stand behind him in alleviating it. Mr. Barry confirmed that it was frustrating not being able to do the things discussed. Mayor Putzell asked if these additional personnel would alleviate this frustration. Mr. Barry said that it would and further stressed that he expected two people would be almost full-time on the comprehensive plan; the new planner would work on the day-to-day needs with the director working with each of these needs. Mayor Putzell expressed concern that this would mean the most junior member of the staff would be assigned to handle daily needs. Mr. Barry said the beginning level position could handle this because the activities tend to be repetitive. The Planner I would draft staff reports with his further involvement and with assistance from the Planner II.

Mayor Putzell reflected on the impact of growth in both the City and County and said he felt that the community development function will be under increasing stress if growth is to continue; Council should look at this as one of the priority areas of concern, even if other things are delayed. Mrs. Anderson-McDonald said she felt the Council was ready to help in this effort.

Mr. Jones said this is the very reason he suggested that the Council list items for further review; this will also occur in other departments, he said, and reiterated that the staff has tried to balance resources to accommodate needs, all of which are vital to their particular areas. He sensed Council's frustration, he said, and predicted that this frustration would continue when looking further at the distribution of available resources. Mayor Putzell, Councilmen Crawford and Councilman Anderson-McDonald agreed that there is still a need, however, to prioritize.

City Manager Jones commented that the success of response to the Council and citizens is evident in the level of satisfaction that has been communicated by both. "We must have achieved some level of satisfaction," he said, "and this budget plans for the continuation of this level."

Community Development Director Barry observed that there are many elements of need which are not obvious on the surface; while there are deficiencies, however, the public is still treated courteously. Mr. Barnett asked about the status of service at this time; it's better now, Mr. Barry responded, but not state of the art. Mrs. Anderson-McDonald said she would like to see a reworked proposal to serve current and future needs more efficiently and in a more cost effective manner. Mr. Crawford stressed that it was Council's obligation to mediate between this and the many other needs; Council must be careful in increasing expenditures.

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In addressing contract service items, Mr. Barry said there could be possible specialized tasks to be contracted for which the City lacks facilities or resources. Mayor Putzell suggested the possible use of volunteer help for such functions as data entry, but Mr. Barry said he had not been impressed with past results. Mr. Graver said there might be people who would be willing to volunteer who are capable in areas which are needed and Mayor Putzell suggested the AARP program which contains many people with specialized skills. This could possibly be used to accelerate the computerization program.

Mrs. Anderson-McDonald asked if software would be purchased or written. Mr. Jones said that usually packaged programs, such as data base systems, are used; software today is usually very capable in this type of application.

Mayor Putzell asked if any of the department's activity could be put out for bid, but Mr. Barry said he was not aware of anything other than the possibility of contracting for inspections. He said he wasn't in favor of this, however, because of possible lowered quality; we now have high quality of personnel which far exceed everyday needs.

Mr. Bledsoe suggested using Blackhawk Computer College (Southwest Florida College) for assistance.

The City Manager stated his understanding that the Council desires a proposal for a program to computerize records and what time frames and costs would be involved.

Community Services was the department next considered. Chris Holly, director, appeared.

Mr. Jones observed that many of the questions Council had raised were already addressed in his sessions with the department heads and he had little doubt that each of the the departments would have areas where they wanted more facilities, etc.

Mr. Holley outlined some of his department's accomplishments and mentioned that the Parkways Division had been reassigned to Community Services from Public Works (Utilities) approximately two years ago and had been combined with his department's Parks Division. One management position was thereby eliminated and various other efficiencies realized. His department continues to look for other ways to accomplish new goals with existing positions, he added. Three of the positions he had requested were eliminated by the Manager during his review, Mr. Holley stated, including a recreation supervisor at Cambier Park.

Mr. Holley cited other economies achieved such as reclassification of the department's various aide positions so that job descriptions were similar to allow a broader utilization of staff.

Another economy being implemented is to collect branches from their tree trimming activities and haul to the horticultural landfill rather than chipping the material on site which resulted in greater efficiency and productivity. This will be fully implemented when new equipment on board and will help alleviate citizen complaints that street trees aren't being trimmed often

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enough. Facilities maintenance crews were also split to achieve better coverage with the supervisor being assigned certain field duties. Mr. Holley mentioned that a concession operation was being contemplated for Lowdermilk Park which would require at least one additional full-time position. Mr. Barnett said he had heard much from citizens who were anxious to subcontract that work, but Mr. Holley pointed out that the concessions currently operated by the City either support themselves or make a profit. The Recreation division, he added, could support itself through concession operations. Mr. Barnett said he also knew of a citizen with expertise in this area who is willing to assist the City in planning. Director Holley agreed to provide further analyses, but he cautioned that there may be criticism of a concession operation at Lowdermilk. He said, however, that he felt it would be a good service. He also said that monitoring license plates to determine use of the park would help alleviate concerns about excessive use by out-of-county residents.

Increases in services over the past year included creation of new recreation programs such as horseback riding, fencing, etc., Mr. Holley explained, and revision of the facilities use ordinance has opened the community centers to more groups which has resulted in better utilization and some additional revenue. Annual meetings with property owner associations have proven effective to address their specific concerns about right-of-way maintenance, etc.

The responsibility for the vending operation was removed from the Recreation Division and various subcontractors now handle the entire function. Revenues have increased and personnel costs have decreased as a result, Mr. Holley advised.

Mayor Putzell asked about large increase in parkways operating supplies. This was the result of reclassification of some items previously incorrectly classified, said the City Manager, who also pointed out increased expenditures to install new trees as a result of pressure from property owner associations to accelerate this program. Irrigation supplies are up in conjunction with this work as well as chemicals and sprays, etc., because the department is more active.

Mayor Putzell asked about expansion of the City Dock. Preliminary design work and possibly permitting work is budgeted at \$2,500, Mr. Holley explained, and the City Manager further said that one of the major constraints is permitting, so preliminary design work is needed to assure that some of the submerged lands involved can be utilized. Mayor Putzell observed that this has been in discussion for some time and asked why the delay in getting the project underway. It's not only a money maker, the Mayor commented, but said he understood that there was a need for slips. Mr. Jones reminded him of the proposed Collier Development Corporation which would provide such facilities, but Mayor Putzell said this was a long time in the future and reiterated the need to proceed with the dock expansion as soon as possible.

Mr. Barnett asked about the waiting list for slips and Mr. Holley reported that more people are on the list in winter than in summer when there are only about three at any particular time.

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Revenues with the City Dock have been very favorable, he also observed. With reference to profits from operation of the expanded dock, Mr. Jones however noted that maintenance costs would also increase with an expanded facility as well as retirement of debt. He also pointed out that City enterprise operations were not designed to generate a profit; but Mayor Putzell said he understood that the dock was now doing that. However when Mr. Holley cited actual figures, both Mayor Putzell and Mr. Bledsoe expressed surprise that the amount was lower than they had anticipated.

Mayor Putzell observed that it was the sense of the group to move forward with the dock expansion and Mr. Barnett said the only concern would be the possibility of vacant slips. Mayor Putzell observed, however, that because of the water-oriented nature of the community, this should not occur. Mr. Holley agreed to get a proposal now so work could be started on October 1.

Mayor Putzell asked for other areas where competitive bidding could be implemented. Mr. Holley assured him that many areas had been researched and indicated that tree trimming as well as right-of-way and median maintenance costs had been compared to City costs. The result was very favorable to the City, he added, and listed various figures which have been developed by his staff. Administrative costs were not included in the comparisons, he added, because the City would also have to monitor the work of a private contractor.

Landscape installation costs reflect a catch-up effort on projects deferred from previous years. Contracting is used extensively in these areas: irrigation, sod, some tree planting. The Community Services Department uses every possibility to contract out and as programs accelerate next year, the department will continue in this effort, Mr. Holley assured. (Also an annual contract is let for fountain maintenance, but the department has had negative experience with contracting out vacant lot maintenance. Public relations and efficiency of operation have both improved when the City again assumed this service, Mr. Holley pointed out.)

Mr. Bledsoe asked if he had considered charging more to people from outside the City for facility use and cited his belief that a great amount of out-of-city people used Naples Landing where no charge was made for launching. There is concern that differentiation would not be allowed in this case because of grant funding, Mr. Holley explained, but there is a separate fee structure for city and county residents on other programs.

Mr. Holley then mentioned that the County plans to increase boat licensing fees for revenue for boat-related activities and an attempt had been made to get state legislation through to require counties to enter into interlocal agreements with cities to share these funds. Mayor Putzell suggested that Mr. Richardson assist in obtaining more funds; Mr. Richardson, however, pointed out that the city has gotten its share in the past few years. The additional fee is to be used exclusively by the County, however. Mr. Richardson suggested that the staff contact the County to be sure City gets a percentage based on tax collector's records.

Mr. Crawford asked for identification of specific items of increase in operation and maintenance. Mr. Holley

COUNCIL MEMBERS

MOTION

SECTION

YES

NO

ABSENT

explained that repair and maintenance costs are up because of overall anticipated increases due to efforts to keep the system in good condition - plumbing, electric, etc. He also explained that other costs are due to purchase of additional trees and the replacement of existing trees for the first time this year. Formerly, no replacement efforts were made. Recreation program costs are recovered through fees.

Mr. Crawford asked for additional input on how salaries could be cut through reorganization. Mayor Putzell said that a maximum could be set to see how this would impact services. Equating it to private business, Mr. Crawford cited the policy of always requiring that a certain percentage of the labor force be cut. Mr. Jones, however, reiterated in the City's area of activity, a level of service must be maintained, but Mr. Crawford said that savings could be achieved through further efficiencies.

Mr. Jones recalled the economies just outlined by Community Services Director Holley and also reiterated that the budget is prepared for the Council through a process whereby the cuts being discussed had already been made. Mr. Richardson said that there is a need to provide the administration with guidance with reference to the services which the Council feels could be cut back.

Another constraint listed by the City Manager involves new projects completed within the fiscal year because this additional maintenance must still be accomplished within the budget now presented. The City Manager also recalled that the Council had asked for increased services, but Mayor Putzell observed that this is a particularly difficult year to combine old priorities with new ones set by this Council. The time to make significant changes is to develop goals which are to be achieved with next year's budget, said Mr. Jones, who noted that the administration had been engaged in accomplishing the additional goals which this Council had asked for. He said the administration was striving through this budget to meet these needs. Mayor Putzell reiterated that this is the specific reason this year is particularly difficult and in the future the Council will have been able to provide much more guidance.

Mr. Bledsoe said the staff had done a tremendous job and the function of the Council is to give opinions. Mayor Putzell further commented that the public doesn't appreciate the quality of the City staff and if they continue to fine tune the operation and get the right publicity, there will be better recognition down the road.

Adjourned 12:10 p.m.

Edwin J. Putzell, Jr., Mayor

Janet Cason  
City Clerk

Tara A. Norman  
Administrative Assistant

These minutes of the Naples City Council were approved SEP 03 1986.