

City Council Chamber
735 Eighth Street South
Naples, Florida 34102

City Council Workshop Meeting – November 14, 2011 – 8:29 a.m.

Mayor Barnett called the meeting to order and presided.

ROLL CALL..... ITEM 1

Present:

Bill Barnett, Mayor
John Sorey, III, Vice Mayor

Council Members:

Douglas Finlay
Teresa Heitmann
Gary Price, II
Samuel Saad, III
Margaret Sulick

Also Present:

William Moss, City Manager
Roger Reinke, Assistant City Manager
Tara Norman, City Clerk
Vicki Smith, Technical Writing Specialist
Jessica Rosenberg, Deputy City Clerk
Gregg Strakaluse, Streets & Stormwater Director
Michael Bauer, Natural Resources Manager
Robert Middleton, Utilities Director
Roger Jacobsen, Code & Harbor Manager
Robin Singer, Planning Director
Paul Bollenback, Building Services Director
Ann Marie Ricardi, Finance Director

Jeffrey Clapper
James Knafo
Jim Boula
Henry Kennedy
Jamie Kentish

Media:

Kristine Gill, Naples Daily News

Other interested citizens and visitors.

SET AGENDA ITEM 2

MOTION by Sulick to SET THE AGENDA as submitted; seconded by Finlay and unanimously carried, all members present and voting (Finlay-yes, Heitmann-yes, Price-yes, Saad-yes, Sorey-yes, Sulick-yes, Barnett-yes).

..... ITEM 3

INTERVIEWS WITH COMMUNITY REDEVELOPMENT AGENCY ADVISORY BOARD (CRAAB) APPLICANTS. (8:29 a.m.) Deputy City Clerk Jessica Rosenberg presented Jeffrey Clapper and James Knafo for interview.

ECONOMIC DEVELOPMENT..... ITEM 4

The subject of economic development has been discussed during several City Council meetings in the recent past. The subject is scheduled for additional discussion. (9:08 a.m.) Council Member Saad addressed the numerous undeveloped and/or vacant parcels located within the redevelopment area, suggesting that a workshop be scheduled with stakeholders and other interested parties to determine what changes are needed to spur growth and how to achieve desired results. A review of zoning regulations, especially "D" Downtown,

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should also be undertaken, he added. Furthermore, he recommended an ad hoc committee be established consisting of those with a vested interest in the area. Council Member Price agreed with these concepts, adding that he intended to focus upon nurturing entrepreneurship by researching resources currently available as well as determining how the City could assist small business owners in taking advantage of the aforementioned services. The intent should be to make Naples known as a business friendly environment and encourage like-minded persons to relocate to the community, he concluded. Council Member Sulick encouraged the business networking approach and urged that a marketing study be considered to determine a focus prior to funding being appropriated; residents must be involved in the process, she said.

Vice Mayor Sorey stated that Florida Gulf Coast University (FGCU) should be involved in such discussion as a partnership with the institution would be invaluable in securing new businesses to the area; Collier County should also be included, he added. Medical tourism should be pursued, he continued, pointing out that the number of transient lodging units should be increased, some of which should have rehabilitative facilities for post-hospital stays by visitors. Mr. Sorey then noted that data processing capabilities must be updated throughout the County as well as issues with natural gas service addressed. In conclusion, he observed that the greatest monetary return would be realized via development of property in the redevelopment area, thereby building a secure tax base.

Council Member Finlay questioned the value of a marketing study at this juncture, further observing that a crucial redevelopment issue is the undeveloped Renaissance Village property (northwest corner of US 41 and Goodlette-Frank Road, formerly known as Grand Central Station Shopping Center). He received confirmation that this site is in fact in foreclosure, and Vice Mayor Sorey suggested that the City determine how it could assist in the marketing of this property. Mr. Finlay said that the owner should collaborate in a City marketing study as the primary beneficiary thereof. Mr. Finlay also suggested that, rather than an ad hoc committee, the Community Redevelopment Agency Advisory Board (CRAAB) be empowered to work with the community, including the County, FGCU and Naples Community Hospital (NCH), in developing a strategy for the future. Council Member Price recommended a committee involving a five county area to address issues on a regional basis eventually be established. Council Member Heitmann agreed, adding that the Southwest Florida Regional Planning Council (SFRPC) is becoming involved in the coordination of economic development throughout the area, urging that the City determine where its commitments lie. She said she would however not support a marketing study.

Mayor Barnett asked that Council provide staff with direction, and Council Member Price indicated that a group of approximately thirty individuals with some expertise in the areas of economic development and entrepreneurship had already been formed. It could provide suggestions to Council as to local needs as well as expanding into the entire southwest Florida region. Vice Mayor Sorey also indicated that a facilitator would be appropriate for such a process, thereby providing a structure and Mr. Price agreed, saying that a meeting should be scheduled in February or March. Mr. Price indicated that he would coordinate with staff with regard to planning a town hall-type meeting and report back to Council.

Public Comment: (9:56 a.m.) **Jamie Kentish, 4050 Golden Gate Parkway, #127**, noted his continued concern with depressed property values and observed that the cost of oil remains an issue, urging that some mechanism be developed to control prices.

Consensus that a town hall meeting be scheduled in February or March 2012; Council Member Price to work with staff regarding specifics of meeting and then provide Council with update of same.

Recess: 10:00 a.m. to 10:13 a.m. It is noted for the record that the same Council Members were present when the meeting reconvened.

STORMWATER AQUIFER STORAGE AND RECOVERY (ASR)..... ITEM 5

Two ASR wells were constructed at the City's Wastewater Treatment site on Riverside Circle to advance the adopted Integrated Water Resources Plan. The ASR wells are intended to allow underground storage of reclaimed water and surface water from the Golden Gate Canal during the rainy season. In the dry season, the stored water will be recovered and distributed through the reclaimed water system for irrigation. While undergoing testing to determine storage and recovery capabilities, it appears there is high probability the ASR wells will successfully and safely store water. City Council will discuss whether similar technology should be used for storing stormwater. Specifically, proposed is the construction of an ASR well at the Cove Pump Station to divert stormwater discharge from the Naples Bay to an ASR, and directing stormwater discharge at the Riverside Circle Pump Station from the Gordon River to the reclaimed water system. (10:13 a.m.) City Manager William Moss provided a brief overview of the projects referenced above as contained in his November 7 memorandum (Attachment 1), noting several policy considerations (see Page 3 of memorandum). He concluded by seeking Council approval of the following:

1. Proceeding with the exploratory well permit for an ASR well at the Cove Storm Station and the design and construction of an exploratory well; and
2. Submittal of required permit applications to allow redirection of the Riverside Circle Pump Station to the reclaimed water facility and the design and construction of required facilities.

Should consensus be forthcoming, Mr. Moss explained that a budget amendment would be submitted for future consideration by Council.

Vice Mayor Sorey commended staff, observing that it might be possible to determine the actual amount of pollutants not entering Naples Bay. He further noted that while the Florida Department of Environmental Protection (FDEP) would most probably grant approval of the 2013 local beach renourishment effort, the agency remained committed to the eventual removal of beach outfalls statewide and would be a prerequisite for future approvals. Projects such as those under discussion may in fact be a solution to the outfall issue, he added. Mr. Sorey then recommended that Collier County be approached to ascertain its interest in purchasing City-produced irrigation water to fulfill the needs of those on the County's waiting list and thus avoid costly infrastructure costs. He also urged that the residents of the Broad Avenue South area be involved in selecting the location for the proposed ASR well at Crayton Cove.

Utilities Director Robert Middleton confirmed for Mr. Sorey that while two of the cycle tests have been successfully completed on the ASR wells located at the City's Wastewater Treatment Plant, the final two cycle tests, which involve large volumes of water injected into the wells, would occur following completion of the system to derive supplemental water from the Golden Gate Canal. Although the testing would therefore not be completed for several years, Mr. Sorey maintained his support of moving forward with the two above referenced proposals.

Council Member Sulick questioned whether a test well had been previously drilled near the Cove pump station. City Manager Moss explained that a few years ago, testing had actually been done at a location on the treatment plant site which had revealed a fissure that would prohibit underground storage of water; industry opinion at that time was that similar geology would be found in surrounding areas and therefore the Cove pump station locale was not pursued. Subsequently, revised FDEP policies allowed another, deeper well to be installed,

allowing use of the first well for cycle testing. Mrs. Sulick then indicated that while she could support the proposals, any disruption in the Broad Avenue South area should be deferred to the end of winter tourist season.

Streets & Stormwater Director Gregg Strakaluse confirmed in response to Council Member Saad that some stormwater would still enter Naples Bay during periods of heavy rainfall. Mr. Moss then assured Mr. Saad that not only does the City have an ample supply of potable water, as residents connect to the irrigation water system, the demand for potable water decreases proportionately.

Additional discussion of the current cycle testing ensued during which City Manager Moss stated that it has been determined that the City can in fact store water and that the water can be recovered; the maximum recovery rate has yet to be ascertained, he concluded. Vice Mayor Sorey added that recovery rates vary around the state from 40% to 70%, and Mr. Moss noted that at times Marco Island had recovered 70%, reminding Council that the purpose of the wells is to provide irrigation water for the approximately two dry months per year that it cannot be obtained from the Golden Gate Canal.

In response to Council Member Finlay, Mr. Moss explained that the figures cited are merely estimates although the treatment cost for water removed from the proposed Cove pump station well is anticipated to be minimal. Mr. Middleton added that a substantial amount of the cost of the wells at the treatment plant involved yard piping, which will not be necessary in this instance except to connect to the irrigation water main at Fourth Street South. Vice Mayor Sorey then assured Mr. Finlay that the Big Cypress Basin would most likely be forthcoming with grant funding, stating that the future elimination of the beach outfall discharge may lie with projects such as this and should then be funded via beach, not stormwater, funds.

Council Member Finlay said that without additional information, he could not support the proposals at that time, especially without knowing the recovery rate of the two existing ASR wells at the wastewater treatment plant.

In further discussion of beach outfalls, Mr. Strakaluse explained for Council Member Heitmann that at that time, only the two, southernmost were being considered in the proposed redirecting of stormwater to the Cove pump station area; outfalls farther north would require additional stations to maintain a positive gravity flow. This would be cost prohibitive, he added. Mr. Moss clarified that should the proposed ASR well be constructed and utilized to store the stormwater, treatment via an in-line chlorinator would not be costly. Furthermore, it would not be feasible to redirect the beach outfall discharge to the wastewater treatment plant as the lack of positive gravity flow would necessitate pumps and piping. The intent is to meet future FDEP numeric nutrient criteria of water entering Naples Bay, Director Strakaluse maintained, and the proposed projects will aid in this endeavor. Council has repeatedly requested water quality elements to be included within stormwater projects, Mr. Moss further pointed out, and therefore the current proposals, admittedly containing some risk, would prove extremely cost effective in improving the water quality of Naples Bay. The initial investment would be \$300,000 to ascertain whether a storage zone exists, he said. Further responding to Mrs. Heitmann, Vice Mayor Sorey estimated that to redirect stormwater from Basin III (Old Naples area), north to the treatment plant, would cost nearly \$15-million. Council Member Price also noted that this would not be advisable as staff has reported that an adequate amount of water for irrigation should be available well into the future. Mr. Sorey then observed that should additional water be needed, a line from the proposed Cove area ASR well could be connected to the irrigation water line at

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Fourth Avenue South. Mrs. Heitmann maintained that her concern is to know the City's plans for the next phase of its reclaimed water system and the availability of irrigation water. City Manager Moss stated that staff intends to address that issue with Council in the coming year.

In response to Council Member Price, Director Middleton provided additional details of the initial geological testing at the wastewater treatment plant; it was upon this information that the decision not to proceed with any testing at the Cove pump station had been based. Mr. Price then stated that he could support the current proposal as it is to address water quality issues; the capacity of treatment at a somewhat minimal cost should proceed, he concluded. Council Member Saad agreed, especially with the possibility of eliminating beach outfalls should the projects prove successful.

Mayor Barnett commended staff, noting his support although stressing that the Broad Avenue South residents must be involved in the discussions regarding that area. Vice Mayor Sorey added that he would recommend current water quality data be used to calculate the amount of nutrients, per each 1-million gallon, that would be removed upon construction of the projects. In addition, he requested that Director Strakaluse provide storage capacity information for Basin III as currently constructed as well as technology to measure the success of the proposed system. Council Member Price also suggested that staff provide the cost to treat a similar amount of runoff utilizing alternative elements such as swales and retention areas. Council Member Sulick observed that the engineering firm retained by Hole-in-the-Wall Golf Club had provided modeling and costs for similar alternatives, including water quality credits, while planning the Club's renovation in recent years.

***Consensus to proceed as proposed (5-2 / Heitmann and Finlay dissenting);
staff to provide information regarding cost of treating stormwater utilizing
alternative methods as a cost/benefit analysis of the proposed project.***

Recess: 11:52 a.m. to 12:31 p.m. It is noted for the record that the same Council Members were present when the meeting reconvened except Council Member Sulick who returned at 12:33 p.m.

ZERO-BASED BUDGETING..... ITEM 6

This is an approach to planning and decision-making which reverses the working process of traditional budgeting. The approach allows thorough evaluation of functions, activities, and services to determine appropriate levels of services and efficient allocation of resources. The concept was modified to allow evaluation of services and the associated cost before preparation of the Fiscal Year 2012-13 budget next year. Presentations will summarize current and past budgeted expenditures, changes in personnel, the estimated cost of functions, activities, and services, how budgets may be reduced by 10%, what services would be offered if 10% additional funding were available, and what are the future requirements for new facilities. (12:31 p.m.) (It is noted for the record that a printed copy of the electronic presentation for each department is contained in the file for this meeting in the City Clerk's Office.) City Manager William Moss provided a brief overview of zero-based budgeting as contained in his November 9 memorandum (Attachment 2) as well as the presentation for the City Manager's Department. Excerpted text of the electronic presentations are appended hereto as Attachment 3 and 4, respectively.

In response to Council Member Saad, Mr. Moss expressed the belief that it was doubtful that any large-scale reorganization would accrue to a savings and some staff would be lost. Mr. Moss however agreed that Natural Resources could be relocated to Streets & Stormwater, thereby lessening the burden on the General Fund. Council Member Finlay observed that the City could not consolidate Planning and Building Services as the latter is self-funded within the

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City's current fee structure; conversely, Collier County has differing cost centers from those of the City's, Mr. Finlay added. As suggested by Mr. Saad, City Manager Moss addressed the possibility of engaging a communications coordinator by providing assurances that a current priority is to update the City's website and expand capabilities for displaying additional information. However, Mr. Moss also cautioned that the latter is time consuming if the information is to be provided in a format other than that in which it was created. Mr. Moss further agreed with Mr. Finlay that the current City organizational structure is the result of responding to the needs and requests for services of the community with various modifications made over the years.

Mr. Moss then explained that the monetary amount assigned to each of his departmental functions had been derived by determining the amount of time devoted to each function per employee and then tabulating the hourly rate and benefits to derive a final figure. The tabulations would change as priorities are altered to meet the needs of the City and Council, he said. At the suggestion of moving Code Enforcement to Building Services, Mr. Moss clarified that only building code enforcement could be charged to that department with the remainder to continue residing in the General Fund.

City Manager Moss confirmed for Council Member Heitmann that he has found the zero-based budgeting exercise helpful in defining departmental functions and allocating costs thereto so as to enable Council to determine whether individual functions continue to be desirable. For example, he said, the Collier County Sheriff's Department could provide the marine patrol and rescue now given by City fire and police personnel. Mrs. Heitmann suggested that software be utilized to aid in tracking an employee's time spent on various tasks. Council Member Sulick supported the zero-based budgeting exercise as a tool that will provide the opportunity for review of services in a community where a high level of service is demanded.

Council Member Price then commended Vice Mayor Sorey for urging that this process be undertaken and enumerated elements of what he termed a decision package: 1) analysis of costs; 2) purpose; 3) alternative courses of action; 4) measures of performance, 5) consequences of non-performance; and 6) benefits. Thus far, he added, only elements 1, 2, 3, and 6 had been addressed. Accountability must be pursued at a much higher lever, he maintained.

Vice Mayor Sorey recommended that the zero-based budgeting documents be made available on the City's website and noted his realization of the complexity of the organization during this process; Mayor Barnett agreed. Mr. Sorey continued that the information being presented contains the research, but the ideal organization must then be determined and staff educated to implement those ideals. In addition, he said that he believed that further importance should be placed on the use of technology to reduce costs and improve services. User-based fees for services provided by the General Fund should also be investigated, he said, as well as unnecessary and/or redundant requirements at state and local levels.

Recess: 1:59 p.m. to 2:13 p.m. It is noted for the record that the same Council Members were present when the meeting reconvened and discussion of Item 6 continued.

Natural Resources Manager Michael Bauer then reviewed the information for his division within the City Manager's Department, also utilizing an electronic presentation (Attachment 5 appended hereto / containing excerpted text of presentation). In response to Council Member Finlay, Dr. Bauer then confirmed that his staff works closely with the City's Grant Coordinator in procuring funding. Mr. Finlay then indicated that while he considered the Natural Resources function as non-essential, he would support researching the possibility of incorporating it into

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Streets & Stormwater. Dr. Bauer cautioned that not all functions performed could be supported by the Streets & Stormwater Fund since only approximately one-half of the responsibilities relate to water quality issues. Vice Mayor Sorey further explained that the Big Cypress Basin could not provide allocations to fund Natural Resources as the Basin is more oriented to supporting capital stormwater projects.

Council Member Price expressed the belief that despite the City's substantial commitment to improving natural resources such as Naples Bay, no improvement has been realized in Bay water quality over the past five years. Therefore, he said he questioned the validity of sustaining the Natural Resources Division. In his opinion, he said that alternative courses of action exist other than maintaining this function with taxpayer money.

In response to Vice Mayor Sorey, Dr. Bauer confirmed that funds received from his division's facilitating the City's landscaping certification program are absorbed by the General Fund. Mr. Sorey questioned the logic of this determination and asked that it be researched. Additionally, he asked that staff identify regulatory mandates that they must follow or other required reporting that is of questionable value; recommendations with regard to technology that would make their services less costly and more efficient should also be forthcoming, he said.

In further addressing issues with regard to the water quality of Naples Bay, Dr. Bauer stressed that during the past few years data had been collected and determinations made as to methods of dealing with these issues. With the data gathered and analyzed, the next step is to identify the funding to implement the necessary steps. He agreed with Vice Mayor Sorey that an element of the restoration of Naples Bay is to hold Collier County accountable for its percentage of the pollutants entering the estuary via its watershed. Dr. Bauer further explained that in the near future, the state would step in and assign responsibility for pollutants to the pertinent entity (numeric nutrient criteria); those entities will then be required to address their percentage of the pollution.

Council Member Heitmann stressed that if Naples Bay and other waterways are unhealthy, discussions of economic development are moot since no one will want to visit or relocate. Although cautioning that benchmarking and cost/benefit analyses should be performed prior to accepting grant funding, she said she did not view Natural Resources as non-essential. She stated that while she agrees that Naples Bay is not being restored as quickly as desired, it is the responsibility of the policy makers to provide direction for staff and guarantee that every project, especially the City's, have a water quality component. Mrs. Heitmann also agreed with Vice Mayor Sorey that Dr. Bauer should be intimately involved in the policy making of other local and state agencies as they relate to restoration of Naples Bay. With regard to monitoring of sea turtle nesting, Dr. Bauer explained that his staff aids in the enforcement of City codes in that regard and involves perhaps 10% of one employee's time per season.

Council Member Sulick expressed her support of the Natural Resources Division, saying that while reorganizing it under another department might be considered, it should be viewed as an essential element of restoring Naples Bay. It took 50 years for the Bay to reach its current level of neglect, she noted; therefore this cannot be addressed in merely five years of effort. Nevertheless, parameters must be established to enable any improvements to be identified, she observed, noting the 20-year plan to achieve the clean up initiated by Dr. Bauer.

In response to Council Member Saad, Dr. Bauer explained that environmental regulation enforcement is only a small part of the Natural Resources Division's responsibilities, noting that

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half of one employee's time is devoted to the above referenced sea turtle work and the landscaping certification program. Mr. Saad maintained that while he agreed with comments that the Division is in fact non-essential, the community has made a commitment to the environment and perhaps ways could be found to continue without the exclusive use of General Fund revenue.

Council Member Finlay further explained that while terming Natural Resources as non-essential, it should be noted that even the Police Department is considered non-essential. He expressed his support for Natural Resources by pointing out that this function consumes only \$20 per taxpayer in funding. Referencing concerns with Collier County's lack of stormwater treatment, he cautioned that any improvement would result in an increase in County tax paid by City residents since the County bills for stormwater fees via ad valorem taxation. City residents are already providing 25% of the County stormwater funding along with City stormwater fees. Both Council Members Heitmann and Finlay called for greater accountability on the part of Collier County with regard to stormwater fees usage, and City Manager Moss confirmed that staff would attempt to work with Collier County in this regard.

Council Member Price then reiterated his position that the funding of the Natural Resources Division could be better spent elsewhere, asking for Council concurrence; Council Member Saad was the only affirmative response. Mr. Price said that he felt Council should first be accountable for its expenditures prior to demanding the same from the County.

Mayor Barnett stated that the issue of Naples Bay water quality has been discussed for many years although it is not the only responsibility of the Natural Resources Division.

Discussion followed during which Vice Mayor Sorey provided a brief overview of Naples Bay pollutants, namely, incursion of fresh water from the Golden Gate Canal, and nutrients from stormwater runoff. Council Member Price however maintained that rather than supporting a particular department, the discussion should center on improving the quality of life for residents as well as providing resources and utilizing tax dollars in an efficient and effective manner. He reiterated that alternatives for the allocation to this department should be considered.

In response to various comments by Council, Dr. Bauer pointed out that a mere five years ago the thought of diverting water from the Golden Gate Canal was non-existent and now it is the primary project in the City as well as into the County. Mr. Moss agreed, but questioned some of the resources used to fund trawling and monitoring of sea turtles when many other communities do not undertake these activities; Council must give direction, he however stressed, once priorities are identified. He said that the question is not whether to protect and preserve the natural environment but which methods are best employed to that end. Council Member Saad agreed, although pointing out that outsourcing had not been discussed.

Vice Mayor Sorey observed that the zero-based budgeting discussions should be viewed as a prelude to the next budget cycle, asking that staff prepare recommendations for that time.

- City Clerk's Department – ***Continued to December Workshop.***
- Finance Department - ***Continued to December Workshop.***
- Planning Department - ***Continued to December Workshop.***
- Human Resources Department - ***Continued to December Workshop.***
- Streets and Stormwater Department - ***Continued to December Workshop.***
- Building Department - ***Continued to December Workshop.***

PUBLIC COMMENT **ITEM 7**
None.

REVIEW OF ITEMS ON THE 11/16/11 REGULAR MEETING AGENDA..... **ITEM 8**
(3:14 p.m.) Council Member Finlay requested that Item 6-d (horse-drawn carriage franchises) be removed from the Consent Agenda for separate discussion. Council Member Heitmann requested similar action with regard to Item 6-e (donation for trawling in Moorings Bay). Vice Mayor Sorey requested that clarification be provided relative to the nature of the variance requested by Item 9 (Variance Petition 11-V6).

CORRESPONDENCE / COMMUNICATIONS
(3:17 p.m.) Vice Mayor Sorey recommended that a workshop discussion be scheduled in December regarding user-based fees, and Council Member Heitmann requested information regarding a water main project on 21st Avenue South; she further received an update of the resurfacing of Gulf Shore Boulevard. Mayor Barnett welcomed a new *Naples Daily News* correspondent, Kristine Gill, who has been assigned to City Council meetings.

ADJOURN
3:25 p.m.

Bill Barnett, Mayor

Tara A. Norman, City Clerk

Minutes prepared by:

Vicki L. Smith, Technical Writing Specialist

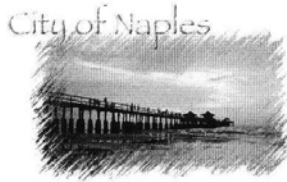
Minutes Approved: January 18, 2012



NAPLES CITY COUNCIL AGENDA MEMORANDUM

Workshop Meeting Date: November 14, 2011

Agenda Item:	5	Prepared By: A. William Moss, City Manager
		Date: November 7, 2011 Department:
SUBJECT:		
Stormwater Aquifer Storage and Recovery System at the Cove Pump Station. Redirection of the Riverside Circle Pump Station to the Reclaimed Water facility at the Wastewater Treatment Plant.		
BACKGROUND:		
<p>Two ASR wells were constructed at the City's Wastewater Treatment site on Riverside Circle to advance the adopted Integrated Water Resources Plan. The ASR wells are intended to allow underground storage of reclaimed water and surface water from the Golden Gate Canal during the rainy season. In the dry season, the stored water will be recovered and distributed through the reclaimed water system for irrigation. While testing is in progress to determine storage and recovery capabilities, it appears there is high probability the ASR wells will successfully and safely store water.</p> <p>Recognizing City Council's goal to improve the quality of stormwater discharged into the Gordon River and Naples Bay, staff queried as to ways that stormwater pump stations, that pump stormwater from the collection system to the Gordon River and Naples Bay, could address water quality issues. Stormwater conveys undesirable nutrients and metals from yards, streets, other hard surfaces, and detention lakes. Reducing the loading of these nutrients and metals by redirecting stormwater flows should improve the quality of estuarine environment of the Naples Bay, or at least help minimize further nutrient pollution.</p> <p>Two concepts were developed:</p> <ul style="list-style-type: none"> • Construct an ASR well at the Cove Pump Station. Use the Pump Station to discharge stormwater to the new ASR well rather than to the Naples Bay whenever possible. Construct a reclaimed water line along Broad Avenue South and connect to the existing reclaimed system at 3rd Street South. During the dry season, withdraw stormwater and pump it to the existing reclaimed water distribution system to the Port Royal area. • There is a stormwater pump station on Riverside Circle that pumps stormwater through the recently developed filter marsh to the Gordon River. Construct a line from the pump station to the Wastewater Treatment Plant's reclaimed facility. Blend the stormwater with reclaimed water and surface water from the Golden Gate Canal and then store it in the two ASR wells on Riverside Circle or send it through the reclaimed water system for irrigation. <p>The possibility of storing all or a portion of stormwater collected at the stormwater pump stations would provide a supplemental reclaimed water supply while reducing the volume of stormwater discharged to Naples Bay.</p> <p>Each stormwater pump station uses multiple pumps to move stormwater from the basin and into Naples Bay. The Cove Pump Station discharges stormwater collected in the Old Naples area.</p>		



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BACKGROUND (cont.):

referred to as Basin III. Stormwater is collected from 440 acres and conveyed through the stormwater system to the Cove Pump Station. During the most intense storms, the Station has a maximum pumping capability of 75,000 gallons per minute.

The Riverside Circle Pump discharges stormwater collected from the Central Avenue/Riverside Circle area, consisting of 173 acres. The Station has a maximum pumping capability of 47,000 gallons per minute.

Average rainfalls require much less pumping power than what is available. The pumping capacities are designed to handle intense rainfalls. But even without rainfall, groundwater infiltration into the wide network of storm sewer still requires a minimum level of pumping that is discharged into Naples Bay.

The regulatory agency responsible for reclaimed water and ASR wells is the Florida Department of Environmental Protection. To determine the feasibility of this innovative concept and the potential to obtain the required environmental permits, staff met on-site with representatives of the FDEP and Albert Muniz of Hazen & Sawyer, the City's ASR consultant, to discuss the concepts.

Discussions included permitting and construction of an ASR well into the storage zone below the Underground Source of Drinking Water (USDW) for storage of stormwater at the Cove Storm Station. Additionally, reclaimed water from the Wastewater Treatment Plant (WWTP) and treated surface water from the Golden Gate Canal system may be used for injection into this ASR to provide water sources during periods of the injection cycle when stormwater is not available.

FDEP staff appeared receptive to the concept. It was determined that the City should submit an application for an exploratory well permit to determine the geology and associated well construction details necessary to complete and submit the UIC construction permit that would allow cycle testing of the well. Additionally, the existing WWTP permit would need to be modified to allow the recovered water to be sent to the reclaimed water system. Water recovered from the ASR well would require treatment at the Cove Pump Station site to meet reclaimed water quality standards. Treatment would include removal of suspended solids and disinfection.

There are three reasons to submit a permit application for an exploratory well. The first is because the permit process can be approved in a short time period. The second reason is that the cost to construct a six-inch exploratory well to a depth of approximately 1,500 feet is less expensive than a 24 inch-well. Testing will determine whether the geological formation at the desired location is potentially suitable for storage of water. If not, the project will not advance to the next stage. If testing determines a potential for acceptable water storage, the exploratory well can be expanded to an ASR well or used as a required monitoring well.



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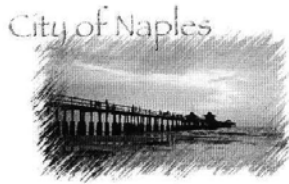
BACKGROUND (cont.):

The proposed projects are not included in the Five-Year Capital Improvements Program. A decision to include in the CIP can be made during the next budget cycle. However, should City Council wish to proceed immediately, the permitting process can be initiated expeditiously, at a relatively low cost. The permit information provided for the existing two ASR wells will be substantially duplicated for the new permit application.

The estimated cost to design and construct an exploratory well is in the range of \$300,000. The estimated cost to design a completed ASR well is in the range of \$1.7 million. Additional costs will be incurred to run a main along Broad Avenue South to interconnect with the existing reclaimed water distribution system. It is recommended that the Stormwater Fund provide funding for the project.

There are several important policy considerations:

- While cycle testing of the ASR wells at the Riverside Circle site suggests high probability of water storage at a depth of 1,100 feet, well below any aquifer that may be used for drinking water, there is no guarantee that the same conditions exist at the Cove Pump Station site. Drilling to a lower or higher depth may result in an unacceptable storage area. The cost of the exploratory well will derive no benefit if an acceptable storage zone cannot be located.
- The concept, if successful, may substantially impact the City's long-term strategy for stormwater collection and discharge, including water quality improvements. In the longer term, stormwater ocean outfalls may be eliminated if stormwater can be redirected to ASR wells at other locations.
- The Integrated Water Resources Plan, storing both reclaimed water and surface water (Golden Gate Canal) may be the first in the State of Florida to use this concept as an alternate water supply. Likewise, redirecting stormwater from a pump station discharge location to an ASR for distributions through a reclaimed water system may be the first project to attain water quality improvements in this manner. While the potential "pay-off" is substantial, the corresponding risk, without demonstrated models for success, is high.
- The investment is no greater than recent storm drainage projects in Basin III and Basin V. However, there are no improvements to the storm drainage conveyance system. The benefit is a potential improvement in water quality, although the improvements to the water quality of Naples Bay will be difficult to quantify.
- The cost to modify the Cove Pump Station to direct water to an ASR is not known at this time. Drilling of an ASR well as the Cove site will have substantial visual impact during construction, although the noise from electric motors should not be significantly disruptive. Furthermore, the compact site will present challenges to the location and piping required for an ASR. An



NAPLES CITY COUNCIL AGENDA MEMORANDUM

Workshop Meeting Date: November 14, 2011

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Agenda Item:

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BACKGROUND (cont.):

alternative is to locate the ASR within the swale area along Broad Avenue South. When completed, an ASR well will have minimum visual impact.

Staff seeks City Council consensus to proceed with the exploratory well permit for an ASR well at the Cove Storm Station and the design and construction of an exploratory well. Furthermore, staff seeks consensus to submit required permit applications to allow redirection of the Riverside Circle Pump Station to the reclaimed water facility and the design and construction of the required facilities. Budget amendments will be submitted for consideration at a future meeting.

Reviewed by Department Director

A. William Moss

Reviewed by Finance

N/A

Reviewed by City Manager

A. William Moss

City Council Action:



Memo

Office of the City Manager

TO: Honorable Mayor and Members of City Council
FROM: A. William Moss, City Manager
DATE: November 9, 2011
SUBJECT: City Council Workshop
Overview: Zero-based budget

Zero-based budgeting is an approach to planning and decision-making which reverses the working process of traditional budgeting. In traditional budgeting, department managers tend to justify variances from previous years based on a "baseline" that is considered acceptable. For zero-based budgets, expenditures are evaluated, starting from a zero-base and is independent as to whether budgets are increasing or decreasing.

For purposes of the zero-based budget exercise, staff developed a modified approach to the zero-based budget concept to allow prompt presentation following adoption of the FY 2011-12 annual budget.

Sufficient time was not allotted to engage in an in-depth analysis of functions/services/activities and the impact that may result if these are reduced, eliminated, increased, or outsourced. It is assumed that further analysis will be requested for changes that City Council believes are warranted following presentations during workshop meetings in November and December.

The remainder of this memorandum is to present options related to the overall budget and options that may cross departmental lines or may represent major changes in the functions and services provided.

Dissolve the Incorporate City of Naples.

In its purest concept, zero-based budgeting starts from nothing and builds from there. The budget may be reduced by \$93 million should the electorate chose to abolish the City Charter and the incorporated status. Services presumably would be provided by Collier County at standard levels of services provided to the unincorporated Collier County. Laws, including the Land Development Code, would be repealed and replaced with the Collier County Code of Ordinances. Representation will be provided by the Board of County Commissions. The city's limited debt and significant assets would be turned over to Collier County. For those who do not want to pay taxes, receive services, influence governance, desire local representation, or appreciate the culture and amenities of Naples, this may be a preferred option. Those who support this option may consider the implications of a tax levies by a Fire Control District or Municipal Services Taxing Unit (MSTU) established to provide specialized or higher levels of services to the Naples community.

Ethics above all else... Service to others before self... Quality in all that we do.

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November 9, 2011

The Consolidated City of Naples.

Similar to the above, the City of Naples would be abolished. The electorate of the City and Collier County could vote to create a consolidated city and county whereby the county government would act as both a county government and city government. The cities of Marco Island and Everglades City could also be abolished. Representation would be based on the provision of a new county charter and would required legislative approval. The consolidated City of Jacksonville/Duval County may serve as a model. Estimated city budget reduction: \$93 million. It is presumed that the "consolidated" city will levy property taxes and designated as a "county-wide" tax. Potentially, Municipal Service Taxing Units (MSTU) could be established to provide specialized or higher levels of services to the Naples community.

Eliminate Functions and Services that may be provided by Collier County.

Services that are provided by both the City and Collier County that may be provided by Collier County include: Parks and Recreation; Law Enforcement (Sheriff's Office); Fire Rescue (in some areas of the county); Building Services; Planning, Zoning, and Development Services; City Clerk (Clerk of Courts) Water and Sewer Utilities; Solid Waste Collection and Disposal; Beach; Code Enforcement; City Dock; CRA; Natural Resources; Streets and Storm drainage; Technology Services; Equipment Services. Estimated city operating budget reduction (excluding capital improvements is \$86 million. Some or most assets related to the functions would be transferred to Collier County. It is presumed that services would be funded by a county-wide property tax levy or Municipal Service Taxing Unit (MSTU).

Outsource Services to Collier County.

Rather than eliminate the services provided above, these services could be outsourced to Collier County while managed by the City. Whether the cost of services would be reduced would depend on the level of service and the negotiated cost of the contractual services.

Outsource Functions to Private Enterprise.

Major functions and services that may be outsourced to private enterprise include: all City Management functions; Finance; Human Resources; City Clerk; Water and Sewer Utilities; Solid Waste; Streets/Storm drainage; City Dock and Pier; Parks and Recreation; Parks and Parkways; Building Services; Planning and Zoning; Beach; Natural Resources; Code Enforcement; CRA; Equipment Services; Technology Services. Impact on budget would depend on competitive negotiations and levels of service. Outsourcing these services would present challenges related to coordination of multiple functions toward a single issue, consistent policy implementation, levels of service, and constituent services. A business model may impact levels of service and responsiveness to citizen concerns. Many activities provided by local government, while appropriate for governance and constituent services, may not be consistent with good business practices.

Government Lite.

All major functions and services would be outsourced to other governmental agencies, such as Collier County and independent districts, and to private enterprise. Minimum staff would serve as contractual managers for each of the functions and services. Impact on budget would depend on negotiations and levels of service.

Ethics above all else... Service to others before self... Quality in all that we do.

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November 9, 2011

Strong Mayor Form of Government.

Through a voter-approved charter amendment, conversion of the form of government would allow partial reduction of city management services. The Mayor would serve as the administrative head of government and employees would report to that office. The Mayor would be responsible for the preparation of the budget, implementation of policies, enforcement of laws, and may have veto power over legislation. In that many strong mayor forms of government provide for the hiring of “city administrators” and greater stipends payable to the mayor, cost reductions will depend on the desired administrative support and associated expenses.

Of course, options above may be combined or arranged to provide a variety of other function/service options. Potential cost and benefit may be estimated for the options at the direction of City Council. This may be performed internally, but outsourcing the further analysis is recommended.

Future Initiatives

Services provided by local government are usually established over long periods of time and eventually become “institutionalized” and are presumed to be the best way to provide for the health, safety, and well-being of a particular community. The levels of service are established by elected officials and continue through the adoption of annual budgets. These services continue to be modified as perceived community needs change, or as resources dwindle as experienced in the current economic climate.

Your staff is embracing the challenge to “right-size” the City of Naples government while ensuring that Naples distinctive character and culture is preserved. To that end, staff will continue to provide annual updates to the five-year general fund sustainability analysis initiated at the beginning of the economic downturn. Furthermore, as City Council has funded City membership in the Florida Benchmarking Consortium, staff is exploring benchmarking options that will provide additional information to elected officials and the community about the level of services provided by our local government and how they compare with other communities in Florida. It is expected this information will be useful in the process of deciding the appropriate level of services and measuring the efficiency in which these services are provided.

Conclusion

As summarized above, dramatic actions may be implemented to alter whether and how a local government meets its obligations. Other alternatives include a review of the functions, activities, and services provided by city departments to confirm their need, value, affordability, and benefit to the Naples community.

The zero-based budget presentations may assist City Council in affirming the current level of services, the manner in which these services are provided, and alternatives that may be available.

Ethics above all else... Service to others before self... Quality in all that we do.

11/14/11 Workshop Presentation / Zero-based budgeting:

Zero-Based Budgeting

- Zero-based budgeting is an approach to planning and decision-making which reverses the working process of traditional budgeting.
- For purposes of the zero-based budget exercise, staff developed a modified approach to the zero-based budget concept to allow prompt presentation following adoption of the FY 2011-12 annual budget.
- Each presentation will focus on departmental functions, activities, and services.

The remainder of this presentation will present options related to the overall budget and options that may cross departmental lines or may represent major changes in the functions and services provided.

Dissolution of the Incorporated City of Naples

- In its purest concept, zero-based budgeting starts from nothing and builds from there.
- The budget may be reduced by \$93 million should the electorate choose to abolish the City.
 - Representation will be provided by the Board of County Commissioners.
 - Separate representation may be provided by elected Fire Commissioners.
 - Services presumably would be provided by Collier County at standard levels of services provided to unincorporated Collier County.
 - Residents may be required to pay a MSTU millage and a Fire Control District millage for the services received.

Consolidated Naples

- The City of Naples could be abolished and the electorate of the City and Collier County could vote to create a consolidated city and county whereby the county government would act as both a county government and city government.
 - Representation would be based on the provision of a new county charter and would require legislative approval.
 - The consolidated City of Jacksonville/Duval County may serve as a model.
- Estimated City budget reduction: \$93 million.

Elimination of City Functions / Services – Provided thru Collier County

- Services that are provided by both the City and Collier County that may be provided by Collier County
 - Parks and Recreation
 - Law Enforcement
 - Streets and Stormwater
 - Water and Sewer Utilities
 - Solid Waste Collection
 - Code Enforcement
 - Technology
 - Building Services, Planning, Zoning, etc.
- Estimated Operating Budget Reduction: \$86 million

Outsource Services to Collier County

- Rather than eliminate the services on the previous slide, they could be outsourced to Collier County while managed by the City.
- Whether the cost of services would be reduced would depend on the level of service and the negotiated cost of the contractual services.

Outsource to Private Enterprise

- Major functions and services may be outsourced to private enterprise.
 - All City Management functions
 - Finance, Human Resources, City Clerk
 - Water and Sewer Utilities and Solid Waste
 - Streets/Storm drainage
 - City Dock and Pier, Beach and Natural Resources
 - Parks and Recreation
 - Parks and Parkways
 - Building Services, Planning and Zoning; Code Enforcement
 - Equipment Services; Technology Services, etc.
- Impact on budget would depend on competitive negotiations and levels of service.

Government Lite

- All major functions and services would be outsourced:
 - Collier County
 - Independent Districts (i.e. Fire Control District, etc.)
 - Private Enterprise
- Minimum staff would serve as contractual managers for each of the functions and services.
- Impact on budget would depend on negotiations and levels of service.

Strong Mayor Form of Government

- Conversion of the form of government would allow partial reduction of city management services.
 - The Mayor is the administrative head of government
 - Employees report to the Office of the Mayor
 - The Mayor is responsible for the preparation of the budget, implementation of policies, enforcement of laws, and may have veto power over legislation
 - Many strong mayor forms of government provide for the hiring of "city administrators" and greater stipends payable to the mayor
- Cost reductions will depend on the desired administrative support and associated expenses.
- A voter-approved Charter Amendment is required.

Zero-Based Budgeting

- Options above may be combined or arranged to provide a variety of other function/service options.
- Potential cost and benefit may be estimated at the direction of City Council.
- This may be performed internally, but outsourcing the further analysis is recommended.

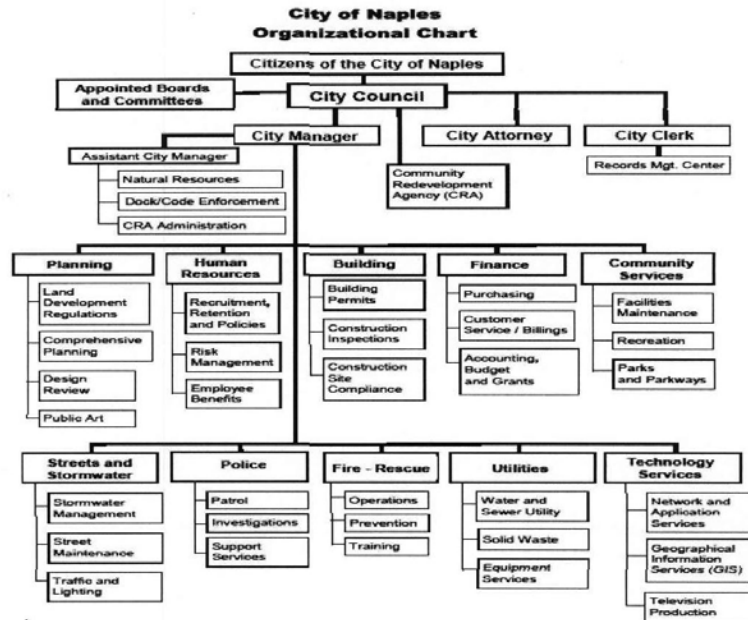
Future Initiatives

- Five-Year Sustainability Report.
- Benchmarking

11/14/11 Workshop Presentation / City Manager's Department:

Mission Statement

The mission of the City Manager's Office is to deliver governmental services to the citizens of Naples in an efficient and professional manner, to remain cognizant of the City's regional context and proactively plan and maintain productive regional relationships, and ensure that Naples' distinctive character and culture is preserved.



Operating & Personnel Expenses Five Year History of Department

FISCAL YEAR 2011-12 BUDGET DETAIL CITY MANAGER DEPARTMENT SUMMARY					
ACCOUNT DESCRIPTION	ADOPTED BUDGET 07-08	ADOPTED BUDGET 08-09	ADOPTED BUDGET 09-10	ADOPTED BUDGET 10-11	ADOPTED BUDGET 11-12
TOTAL PERSONAL EXPENSES	\$534,069	\$921,105	\$849,012	\$897,401	\$989,748
TOTAL OPERATING EXPENSES	\$58,315	\$183,243	\$153,167	\$133,095	\$128,662
TOTAL EXPENSES	\$592,384	\$1,104,348	\$1,002,179	\$1,133,468	\$1,118,410

FY2007-08: Natural Resources was budgeted in Community Services at \$264,378.

Operating & Personnel Expenses Five Year History of Department

**FISCAL YEAR 2011-12
BUDGET DETAIL
CITY MANAGER
DEPARTMENT SUMMARY**

ACCOUNT DESCRIPTION	ADOPTED BUDGET 07-08	ADOPTED BUDGET 08-09	ADOPTED BUDGET 09-10	ADOPTED BUDGET 10-11	ADOPTED BUDGET 11-12
TOTAL PERSONAL EXPENSES	\$534,069	\$921,105	\$849,012	\$897,401	\$989,748
TOTAL OPERATING EXPENSES	\$58,315	\$183,243	\$153,167	\$133,095	\$128,662
TOTAL EXPENSES	\$592,384	\$1,104,348	\$1,002,179	\$1,133,468	\$1,118,410

FY2008-09: Natural Resources budgeted in City Manager Department at \$441,922. This increase of \$177,544 (67%) from FY2007-08 was approved to provide additional services.

- Aerators for stormwater lakes.
- Monitoring of Clam Bay water quality.
- Analysis of water quality sampling.
- Planning for city-wide energy reduction
- The Natural Resources Division will present a separate presentation.

Operating & Personnel Expenses Five Year History of Department

**FISCAL YEAR 2011-12
BUDGET DETAIL
CITY MANAGER
DEPARTMENT SUMMARY**

ACCOUNT DESCRIPTION	ADOPTED BUDGET 07-08	ADOPTED BUDGET 08-09	ADOPTED BUDGET 09-10	ADOPTED BUDGET 10-11	ADOPTED BUDGET 11-12
TOTAL PERSONAL EXPENSES	\$534,069	\$921,105	\$849,012	\$897,401	\$989,748
TOTAL OPERATING EXPENSES	\$58,315	\$183,243	\$153,167	\$133,095	\$128,662
TOTAL EXPENSES	\$592,384	\$1,104,348	\$1,002,179	\$1,133,468	\$1,118,410

FY2010-11: Code Enforcement budgeted in City Manager Department (\$157,123). This function was previously budgeted in Police and Fire Services. Consolidation of several functions occurred concurrent with this reorganization.

- One code enforcement officer position was eliminated.
- The position of Waterfront Operations Manager was eliminated.
- Supervision of Beach Specialists removed from the Police Department.
- Position of Code and Harbor Manager was created.
 - Funded 20% from General Fund (code enforcement activities)
 - Funded 20% from Beach Fund (supervision of Beach Specialists)
 - Funded 60% from City Dock Fund (management of City Dock)

Five Year Staffing Comparison**CITY MANAGER DEPARTMENT - 5 year Staffing history**

JOB TITLE	07-08 Adopted	08-09 Adopted	09-10 Adopted	10-11 Adopted	11-12 Adopted
CITY MANAGER					
ADMINISTRATION					
City Manager	1	1	1	1	1
Assistant City Manager	1	1	0.7	0.7	0.7
Executive Assistant	0	0	0	1	1
Executive Assistant to City Manager	2	2	2	1	1
	<u>4</u>	<u>4</u>	<u>3.7</u>	<u>3.7</u>	<u>3.7</u>
NATURAL RESOURCES					
Natural Resources Manager	0	1	1	1	1
Environmental Specialist	0	1	1	1	1
Administrative Coordinator	0	1	1	1	1
	<u>0</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
CODE ENFORCEMENT					
Code and Harbor Manager	0	0	0	0.2	0.2
Code Enforcement Officer	0	0	0	1	1
Administrative Specialist II	0	0	0	1	1
	<u>0</u>	<u>0</u>	<u>0</u>	<u>2.2</u>	<u>2.2</u>
TOTAL POSITIONS	4	7	6.7	8.9	8.9

Consolidation**CITY MANAGER DEPARTMENT - 5 year Staffing history**

JOB TITLE	07-08 Adopted	08-09 Adopted	09-10 Adopted	10-11 Adopted	11-12 Adopted
CITY MANAGER					
ADMINISTRATION					
City Manager	1	1	1	1	1
Assistant City Manager	1	1	0.7	0.7	0.7
Executive Assistant	0	0	0	1	1
Executive Assistant to City Manager	2	2	2	1	1
	<u>4</u>	<u>4</u>	<u>3.7</u>	<u>3.7</u>	<u>3.7</u>

FY 2007-2008 Labor Relations Management consolidated into the functions and activities of the City Manager's Department. One position of Labor Relations Manager eliminated in the Human Resources Department budget.

FY 2009-2010 CRA Management consolidated into the functions and activities of the City Manager's Department. One position of CRA Executive Director was eliminated and 30% of the salary of the Assistant City Manager allocated to the CRA budget.

FY 2011-2012 CRA Coordinator was eliminated from the CRA budget and the duties absorbed by staff in the following offices: City Manager, Mayor and Council, Planning Department.

Operating & Personnel Expenses / Five Year History of City Manager's Office/Division

FISCAL YEAR 2011-12 BUDGET DETAIL CITY MANAGER CITY MANAGER'S OFFICE					
001.0401.512	ADOPTED BUDGET 07-08	ADOPTED BUDGET 08-09	ADOPTED BUDGET 09-10	ADOPTED BUDGET 10-11	ADOPTED BUDGET 11-12
ACCOUNT DESCRIPTION					
TOTAL PERSONAL EXPENSES	534,069	615,966	551,798	554,602	540,293
TOTAL OPERATING EXPENSES	58,315	46,860	\$42,186	35,629	31,806
TOTAL EXPENSES	592,384	662,426	\$593,944	590,231	572,099

The FY2011-2012 City Manager's Office/Division budget is \$20,000 less than the FY 2007-2008 budget, despite the addition of several functions and activities, including labor relations and CRA management.

Primary Function Areas

(Chart is contained in the file for this meeting in the City Clerk's Office.)

- Enforce Naples City Code and applicable state law. \$28,600
 - Monitor and enforce nuisance, criminal, traffic, and land development codes.
 - Utilize statutorily authorized proceeding for enforcement, including arrest, citation, and Code Enforcement Board proceedings.
- Recommend to City Council amendments to the City Code and public policies. Evaluate policy alternatives for City Council's consideration. Implement policies established by City Council. \$27,700
 - Professional advisor to the City Council on governmental operations.
 - Use staff resources to assist with development of quality constructive and implementable policies and ordinances.
 - Utilize staff resources to communicate, implement, and enforce City Council policies.
 - Communicate ideas and suggestions raised by citizens pertaining to established or proposed policies.
- Prepare and Publish City Council agenda with sufficient supporting information to make informed decisions. \$86,500
 - Supervise, schedule, review, edit, prepare, and produce agendas for City Council Regular, Special, and Workshop meetings.
 - Attend all City Council meetings. Attend occasional advisory board and committee meetings. Meet with City Council Members prior to meetings.
 - Draft, edit, or review proposed ordinances, resolutions, City Council agenda memoranda and supporting documents.
 - Research history of subject matters. Summarize prior actions and include supporting documentation of previous actions.
 - Provide written narrative to concisely describe the issue and appropriate actions that may be considered.
 - Review agenda summary and attachments for quasi-judicial matters.
 - Publish agenda in an electronic format.
 - Notify stakeholders of availability of agenda for review.

- Prepare an annual Operating and Capital Improvement Budget that comprehensively addresses the City Council's fiscal policies and services to the community. Prepare a five-year Capital Improvement Program. \$29,400
 - Develop and monitor five-year budget projections, supervise preparation of a five-year capital improvement plan and annual budget.
 - Develop documents required for the implementation of special assessment districts; monitor projects and performance, and assess applicable properties.
 - Develop over-all budget strategies, review all proposed budgetary accounts, coordinate five-year capital improvement program, evaluate budget alternatives, recommend revenues and expenditures.
 - Amend and publish adopted annual budget.
 - Implement adopted budget. Recommend amendments as may be necessary.
 - Monitor revenues and authorized expenditures throughout the fiscal year.
- Manage capital improvement program, including grant resources, selection of architectural and engineering firms through CCNA, design, construction, invoice, and close-out of completed projects. \$21,400
 - Monitor capital projects, including process for selection of professional services and contractors, schedules, permits, and grants.
 - Approve amendments to projects.
 - Review and edit public announcements relative to capital projects.
 - Award or recommend award of contracts.
 - Manage contracts and authorize payment for work completed.
- Insure governmental compliance with federal, state, and local laws; provide timely reporting and documentation of activities (auditing, CAFR, pensions, health insurance and risk management, environmental permitting, etc.). 16,800
 - Preparation, monitoring, and execution of the city budget, which includes submitting a proposed budget package to City Council each year with options and recommendations for consideration and possible approval.
 - Review and recommend self-insured retention, property and casualty insurance, Workers Compensation, Health and Dental benefits, and other insurance coverage.
- Represent City Council and the organization before local, state, and federal legislators and agencies, local and state organizations, homeowner and civic associations, boards and committees, citizens, and the news media. \$25,500
 - Monitor city, county, regional and state policies that may affect citizens of Naples; monitor and attempt to influence new county and state legislation.
 - Meet with citizens, organizations, and other agencies regarding matters of mutual interest, including President's Council, HOA's, and other governmental agencies.
 - Communicate City Council's policies, programs and services through publication of brochures, letters, flyers, web site, and through news media, including television, radio, and print.
 - Monitor legislation and attempt to influence legislation in the best interest of the city.
 - Advocate and communicate City Council policies, ordinances, programs, and services.
 - Monitor Board of County Commissioners Agenda and attend meetings as may be required.
 - Liaison with business organizations, such as the Third Street Association, Fifth Avenue South BID, Naples Area Board of Realtors, and Naples Area Chamber of Commerce.
- Maintain a constructive relationship with members of City Council, recognizing that all powers are vested with the Council. \$45,000

- Public relations, such as meeting with citizens, citizen groups, businesses, other stakeholders, and the news media.
- Prepare, review, and respond to email and letters.
- Meet with members of City Council to discuss policy initiatives, City operations, land use issues, constituent services, City Council agenda, and other matters of priority.
- Assist members of City Council in the provision of constituent services.
- Develop and recommend sound land-use policies that strike an appropriate balance for economic development, new development, growth management, and redevelopment that will compliment and enhance the natural environmental qualities unique to Naples and its surrounding area. \$21,400
 - Manage and resolve conflicts in land use, land development and permitting services.
 - Meet with staff, attorneys, property owners, and developers for land development and use issues.
 - Inform and communicate with stakeholders regarding land use and development issues.
 - Investigate and report on annexation requests.
 - Recommend amendments to the Land Development Code.
 - Implement land-use decisions, including quasi-judicial proceedings related to development and use, including live entertainment, outdoor dining, parking, valet services, redevelopment, etc.
- Deliver local governmental services to the citizens of Naples in an efficient, effective, professional and "customer-friendly" manner to ensure that Naples' distinctive character and culture are preserved. \$48,700
 - Remain current on professional management issues; federal and state regulations or proposed regulations; human resource management; financial monitoring and reporting, land use initiatives, and environmental preservation and enhancements.
 - Monitor and, when appropriate, become involved in economic development; liaison with business community; monitor federal, state, and local economic environment.
 - Coordinate multi-departmental responses to inquiries, issues, complaints, and request for services.
 - Provide constituent services and follow up with citizen requests for service.
 - Coordinate public service announcement, review all letters to neighborhoods regarding capital projects or other services that may impact a neighborhood.
- Provide leadership to enhance the quality of local government, maintain integrity within the organization, to insure appropriate emergency planning, operations, and post-recovery of emergency events. \$24,500
 - Seek recognition for excellence, such as the Comprehensive Annual Financial Report, Budget Award, unqualified audit, and bond ratings.
 - Manage emergency preparedness and post-disaster recovery.
 - Represent the administration when interacting with homeowner associations, professional organizations and associations, leadership groups, and other governmental agencies.
- Management and supervision of the City Dock and Naples Beach Operations Divisions. \$12,200
 - Manage city dock operations, use agreements, maintenance, sales, public relations, and overall business operations.
- Management and supervision of the Natural Resources Division. \$4,600
 - Manage and oversee the functions and activities related to preservation of the estuarine habitat and waterways.
 - Manage dependent taxing districts.

- East Naples Bay
- Moorings Bay
- Management and supervision of the Code Enforcement Division. \$4,600
 - Manage code enforcement process, code violations and remedies, and liaison with Code Board.
 - Manage Naples Beach patrol. Monitor beach cleaning and maintenance.
- Manage Community Development Agency and serve as staff liaison to the CRA Board of Directors and the CRAAB. \$43,000
 - Develop and implement capital plan for the CRA, management of police and parks maintenance services to the CRA, coordinate special events, land use planning, new development, redevelopment, and economic development.
 - Prepare CRA meeting agenda. Attend meetings. Meet with members.
 - Prepare CRAAB meeting agenda. Attend meetings. Meet with members.
 - Develop annual budgets and 5-year Sustainability Reports.
- Management and supervision of ten operating departments. \$186,700
 - Conduct collective bargaining with five unions; maintain communication with union representatives regarding matters of mutual interest; handle grievances and arbitration; respond to and monitor claims for unemployment compensation, workers compensation, EEOC and Veterans Preference claims, and litigation pertaining to hiring, discrimination, or wrongful discharge.
 - Manage, monitor, and approve purchase requisitions and contracts.
 - Craft or review administrative operational policies.
 - Oversight of all hiring, firing, disciplining, suspensions, grievances, arbitrations. Interview candidates for key staff positions. Monitor promotion process.
 - Supervision of day-to-day operations of all City departments and staff, directly and through department heads.
 - Overall management of public safety programs offered through the Police and Fire-Rescue Departments. Manage conflicts, priorities, communications, and special projects or initiatives.
 - Manage and monitor public records to assist the City Clerk, insure compliance with public records requests, and advance quality of records through such means as GIS.
 - Coordinate legal service requests by departments, agenda preparation, litigation and other claims, easements, land development issues, etc.
 - Develop and monitor administrative policies and procedures.
 - Review proposed employee hiring, promotion, and disciplinary actions. Approve or deny employee disciplinary actions for suspension and terminations.
 - Liaison with three departments—Attorney, City Clerk, City Council.
 - Appoint, retain, and, when necessary, remove employees (except City Attorney and City Clerk) consistent with established human resource policies, union contracts, and federal and state laws (EEOC, Workers Compensation, pensions, PERK, FLSA, HIPPA, etc.).
 - Management, review, and monitor contract and procurement process.

Ten Percent Reduction

If there were a 10% reduction of expenditure, consider the following:

- Combine functions of Executive Assistant to the City Manager and Mayor/Council. (\$77,000)
 - Total administrative staff support for Mayor and City Council, City Manager, Assistant City Manager is reduced from three to two. Telephone and walk-in support would not be available at certain times,

- such as times of personal leave, training, department support, agenda preparation, and meetings.
- Eliminate all training and travel expenses. (\$9,950).
 - Challenge to maintain Credentialed Manager status; no participation with the Florida League of Cities, the Florida City and County Management Association, the International City and County Management Association; continuing education in management, municipal operations, and leadership; no travel to the State Capitol to represent the City's interests.
- Reduce staffing of Natural Resources by one position. (\$60,000).
 - Eliminate many public education programs. Eliminate Landscape Contractor Certification Program. Eliminate sea turtle lighting violations program.
- Reduce staffing of Natural Resources by two positions. (\$141,000).
 - Eliminate most outreach programs, water quality testing, Naples Bay restoration programs, beach monitoring, and seawall evaluations. Returns department to staffing level in 2004.
- Transfer City Council agenda preparation, edit, consolidation, and publication to the City Clerk (\$85,000).
 - City Clerk's Office may not be able to handle increased workload. Potential conflicts between two separate offices reporting the City Council (City Manager and City Clerk). Physical separation from Manager/Attorney's office may be problematic. Limited back up support for administration.
- Reduce Code Enforcement from 2.2 positions to 0.2 positions. Continue Harbor Master/Code Enforcement only. (\$113,000).
 - Proactive Code Enforcement would be eliminated. Response to priority complaints only. No "back-office" customer support and research.

Ten Percent Increase

If there were an expenditure increase, consider the following:

- Add 1.0 FTE dedicated to serve Communications Coordinator, public relations, web master, TV programming, and constituent services. (\$80,000).
 - The position would serve to keep citizens informed on current events through multiple means, issue letters regarding neighborhood-specific projects, provide follow-up constituent services, draft articles for publication, and develop press releases. TV programming would be enhanced with messages, video programming of services, such as the recent tree planting program (700 trees), utility treatment plant operations, proper means to recycle and other solid waste issues, recreational and park activities, etc.
- Add 0.8 FTE Code Enforcement Manager (\$60,000).
 - Provides a three-member division with two Code Officers and one administrative support. Dedicate Harbor Master to City Dock and Beach Patrol.

Outsource or Consolidation

The following may be considered:

- Transfer management of the Community Redevelopment Agency to another agency or organization, such as the Fifth Avenue South Business Improvement District. Provide and authorize expenditure of funds for maintenance, capital improvements, and public safety.
- Outsource management of City Dock facilities or privatize the facility.
- Outsource Beach Patrol to a private security firm. Outside firm would provide patrol, parking meter collection and enforcement, etc.

- Transfer City Council agenda process, including edit, assembly, and publication, to the City Clerk's Office.
- Transfer Beach Patrol and parking enforcement to Collier County.
- Outsource city management to a private firm, similar to City Attorney services. There are firms that provide comprehensive management services, although services are more associated with newly incorporated towns and cities.
- Outsource collective bargaining process to legal counsel or a professional *collective bargaining team*.
- Transfer Natural Resources Division to the Streets/Stormwater Department. Decrease staff support for Natural Resources programs.
- Transfer management of the CRA to the Planning Department.
- Transfer Code Enforcement to Police. Ranked Police Officer to oversee one Code Enforcement Officer.
- Transfer Code Enforcement to the Planning Department with oversight by the Director or a Planner.
- Transfer City Dock operations to Community Services as was the previous practice.
- Outsource water quality monitoring.
- Consolidate City Manager's Office Executive Assistant and the Mayor/City Council Administrative Assistant.

11/14/11 Workshop Presentation / Natural Resources Division:

Division Overview

The Natural Resources Division:

- Fulfilling the City's Vision
- Protecting and Restoring Natural Resources
- Essential to the Character of Naples

Annual Budget

- Staff of three.
- Operating budget reduced 38%
- Salaries up from last FY due to insurance and retirement, but the same as FY 2008.

Five Year Budget

	07-08	08-09	09-10	10-11	11-12
	ADOPTED	ADOPTED	ADOPTED	AD OPTED	ADOPTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
TOTAL PERSONAL SERVICES	0	305,539	297,254	296,153	305,465
TOTAL OPERATING EXPENSES	0	136,383	110,981	89,961	85,026
TOTAL EXPENSES	0	441,922	408,235	386,114	390,491

Grants Obtained

- Filter Marsh Construction \$310,000
- Energy Program \$115,000
- Oyster Restoration \$ 10,000
- Mangrove Restoration \$ 3,000
- Sea Turtle Protection \$ 67,033
- Moorings Bay Trawling \$ 7,000

Departmental Functions

1. Protect and restore the City's natural environment. \$195,000
2. Improve the quality of the City's stormwater runoff. \$80,000
3. Manage the City's Landscape Certification program. \$40,000
4. Provide staff liaison to East Naples Bay Committee, Moorings Bay Committee, Collier County Coastal Advisory Committee, and Collier County SeaGrant. \$5,000
5. Manage the City's energy reduction program. \$7,500
6. Provide environmental outreach to residents. \$25,000
7. Coordinate with agencies and NGOs. \$20,000
8. Perform environmental permitting activities. \$17,500

Protection and Restoration

- Sample the water quality of bays and analyze the data.
- Create habitat islands in Naples Bay.
- Create artificial oyster reefs.
- Monitor extent, density, and health of seagrasses.
- Plant mangroves along bay shorelines wherever possible.
- Review and/or plan dune planting activities for residents.
- Trawl bays to monitor species diversity and abundance.
- Conduct oyster research and determine future reef sites.
- Manage environmental data bases.
- Respond to marine mammal and sea turtle strandings.
- Monitor beach lighting during turtle nesting season.

- Organize the annual sea turtle festival.

Water Quality

- Monitor the water quality and maintain the plants of the Riverside Filter Marsh
- Manage the city's lake water quality enhancement policy (installation of aerators and floating islands)
- Put medallions on stormwater drains throughout the city
- Develop and construct model rain gardens and encourage and educate residents on how to build them
- Participate in federal and state development of water quality standards and pollution values

Landscape Certification

- Coordinate with Rookery Bay to educate landscapers and provide educational classes
- Coordinate with Greenscape Alliance (Collier County, Rookery Bay, University of Florida IFAS, South Florida Water Management District, FGCU, and Naples Botanical Garden)
- Manage and maintain City certification of landscape companies' use of fertilizer within the City

Staff Liaison

- East Naples Bay Advisory Committee
 - dredging of residential canals
- Moorings Bay Citizens Advisory Committee
 - dredging of Doctors Pass
 - water quality monitoring
 - navigational aids
- Collier County Coastal Advisory Committee
 - beach and inlet management
 - funding from tourist tax
- Collier County Florida SeaGrant Program
 - ocean management of fishing and fish biology

Energy Reduction Program

- 2008 Energy Audit
- 2009 Energy Action Plan
- 2010 Community Energy Savings Committee
- 2011 Energy Education Outreach Project

Environmental Outreach

- Provide presentations to various groups on the City's environment and environmental management activities
- Respond to all telephone and email inquiries
- Develop educational materials for the various Natural Resources projects and programs

Interact with Federal, State, and Local Agencies and NGO's

- Regional environmental management and coordination
- Water Symposium – collaborative water education
- South Florida Water Management District (Big Cypress Basin) Golden Gate Canal Diversions
- Rookery Bay National Estuarine Research Reserve -- education, science, management, and restoration of the local environment.
- Southwest Florida Land Preservation Trust (Gordon River Greenway Committee).

Environmental Permitting

- Obtain federal and state environmental permits for various City activities
- Assist and coordinate with Code Enforcement regarding environmental violations
- Review and issue environmental permits for docks, dredging, seawalls, and work seaward of the coastal construction setback line.

10 % Reduction in Expenditures

- Eliminate a position (16% reduction)
 - Results in an additional \$50,000 (23%) cut
 - ❖ eliminates Landscape Certification Program
 - ❖ eliminates sea turtle lighting monitoring
- End water quality sampling
 - Has potentially saved the City millions of dollars
 - Eliminates scientific base for measuring Naples Bay
- Discontinue oyster, mangrove, and seagrass work
 - Halts Naples Bay restoration efforts
- Cease stormwater runoff water improvement efforts
 - Impacts Naples Bay restoration efforts
- Stop outreach to residents and coordination with agencies

10 % Increase in Expenditures

- A 10% increase in expenditures would not result in any actual improvements to the City.
- A 20% increase (\$80,000) would enable the hiring of an outreach coordinator
- Improvements to the City's natural resources will only come about by changes in understanding