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BOARD OF COUNTY COMMISSIONERS

March 13, 2009

A meeting was held at the Murdock Administration Complex in Room 119, Port Charlotte, Florida.

Members present were: Chairman Duffy, Commissioner Loftus, Commissioner Starr, Commissioner Cummings, Commissioner Skidmore, County Administrator Baltz, County Attorney Knowlton, Deputy Clerk Lansing. The following members were absent: None

The meeting was called to order at 1:30 PM followed by the Pledge of Allegiance.

1. **REVIEW COMMON DEFINITIONS FOR PERFORMANCE BUDGET - COUNTY BUDGET OFFICER RAY SANDROCK**

Mr. Sandrock stressed the importance of keeping on track each day going through the workshops to get ready for the crucial period of June 1st to the middle of July where line item budgets are developed and statutorily a balanced budget must be presented before the Board by around the middle of July. Mr. Sandrock advised that he and Ms. Shoemaker would review core services, results, and measurements; pointed out details are in the packet material if the Board wants to ask more detailed questions; and indicated that department directors and staff are in attendance to answer more detailed departmental questions. Mr. Sandrock reviewed common definitions of General Revenue, Ad Valorem Taxes, Shared Sales Tax, Franchise Fees, and Communication Service Fees that would be used throughout the presentations and in doing the performance budget reviews; and pointed out that slide 4 graphically shows that the largest revenue source is Ad Valorem Taxes, which is 79% of the General Revenues. Mr. Sandrock continued review of the common definitions reflected on slide 5 of the Mandates, Local Mandates, Critical, and Discretionary; and indicated each of the core services has been defined into one of these categories. Mr. Sandrock advised one of the sheets to be reviewed today is a 15% reduction model; and indicated that departments were asked to identify various reduction models all the way up to 30% but zeroing in on a 15% level because that

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would bring us to the goal of meeting our \$10M reduction in operational departments.

Commissioner Cummings clarified that we are only trying to hit a specific dollar figure here; and that these are not staff recommendations as to what is the most cost effective, efficient thing to do. Mr. Sandrock replied affirmatively.

2. REVIEW PERFORMANCE BUDGET - PUBLIC SAFETY - KELLY SHOEMAKER AND RAY SANDROCK

Ms. Shoemaker advised that Public Safety was divided into divisions of Animal Control, Fire Rescue, Emergency Medical Services (EMS), Radio Communications and Emergency Management.

a. Animal Control

Ms. Shoemaker explained that each review would begin with a Mission Statement of the division or section, which is indicated on slide 9 of the packet material for Animal Services; that the strategic focus area is public safety; and they will link back to the Board's goals. Ms. Shoemaker reviewed Core Service #1 for Animal Services, the description, and the linkage to strategic goal as reflected in slide 10. Ms. Shoemaker advised this Core Service has a Full Time Equivalent (FTE) of 9.0 and that revenues are broken down into fees, fines and general revenue; reminded the Board that the real focus is on the general revenue side; and stated expenditures are \$954,425. Ms. Shoemaker reviewed the six results shown on slides 12 and 13 and the percent of time by results shown on the slide 14 graph.

Commissioner Cummings inquired if a typical example of a domestic and wild animal issue would be like when a bobcat got hit by a vehicle on US 17 but was still alive and Animal Control picked it up and took it to the sanctuary. Keith Larson replied affirmatively; and explained that Animal Control responds to calls for a variety of non-domestic wildlife if help is needed. **Chairman Duffy** asked if Animal Control responds to calls on coyotes. Mr. Larson replied affirmatively. **Chairman Duffy** inquired about the responsibility of Fish and Wildlife with some animals. Mr. Larson said Fish and Wildlife is responsible for Florida panthers or alligators; but that Animal Control is responsible for handling the smaller-type wild animals such as

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raccoons. Mr. Baltz pointed out the detail within the staff report displayed within the backup material which explains Animal Control responsibility. **Commissioner Skidmore** asked who was responsible for public nuisance calls if we did not have an Animal Services department and who handles this problem in the City of Punta Gorda. Mr. Larson opined it would be a legal issue to determine; that all 67 counties have some type of Animal Control; and that Animal Control covers the Punta Gorda area. Mr. Sandroock explained the City of Punta Gorda contributes to the General Fund through their ad valorem taxes.

Commissioner Starr requested detail related to administrative positions, inquired if positions could be combined, and questioned duplication of efforts such as paying of bills that the County Budget Department could handle. Mr. Larson described administrative positions and responsibilities; and commented on shifting of responsibilities by Animal Control employees due to loss of manpower as a result of budget restraints last year. Mr. Sandroock commented on the County Budget Department's involvement in helping out throughout all departments in regards to budget and fiscal or administrative services. Mr. Shoemaker explained as a global kind of issue we are taking a hard look at positions that overlap but have just begun doing so. **Commissioner Starr** said his understanding of how performance-base budgeting works is that we would be able to identify overlaps or wasted efforts and combine the duplicated efforts; and inquired if the Sheriff's Department could handle dispatch for Animal Control. Mr. Larson stated he met with officers of the Sheriff's Department to discuss them taking over dispatch responsibilities and they were adamant they could not handle this because of the amount of data entry required by Animal Control dispatchers.

Chairman Duffy asked how the reductions last year of two animal control officers and one dispatcher had affected the division. Mr. Larson stated it has been difficult but officers do their best to respond to calls as quickly as possible by prioritizing emergency versus non-emergency situations; and that in some instances letters are sent advising when complaints are lodged, rather than an officer being sent. **Commissioner Skidmore** inquired if the Lieutenant must approve each of the 25,000 calls received, who was certified, if the officers were divided into zones, and what the work schedule was. Mr. Larson advised the Lieutenant receives all after-hour calls and determines if the

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situation warrants an after-hour response versus next work day response; that he and all his officers are certified animal control officers and that all respond to calls at one time or another; that one officer is assigned to the Englewood area, two for the Port Charlotte area, one in the Punta Gorda area, and the Lieutenant floats as needed; that the office is open Monday through Saturday from 8:00 AM to 5:00 PM; and that the officers work a 40-hour work week. Commissioner Skidmore asked how much of the paperwork and data entry is mandated by law or by the State, opposed to County process; and when the last time was that he looked at streamlining those processes. Mr. Larson stated that there are three types of reports, regular incident report, bite report, and animal tag issue; that a report is done on each call documenting what is done on the complaint; that there is about 40,000 to 50,000 pieces of paper done each year; that the current program used is called Q & A and is outdated; that a couple years ago they looked at streamlining the process and were in the process of getting a new program that would allow officers to process complaints directly from their vehicle; but they were unable to do that due to budget cuts. Commissioner Skidmore asked if it was Mr. Larson's estimation that amount of time spent on the data entry process, not people, could be reduced with better technology; and when Mr. Larson last told his immediate supervisor of the constraints put upon him based on limitations of technology. Mr. Larson replied affirmatively; and advised he had discussed this with Chief Didio about two years ago. Ms. Shoemaker advised that the update to the software program was cut in last year's budget.

Commissioner Loftus agreed with Commissioner Starr's concerns of overlapping and need for streamlining operations in all departments of County government; and inquired if there could be reduction in the 52% time allocation for domestic and wild animal issues. Mr. Larson explained those are not the number of calls that come into the center but the type of calls that we respond to that we consider to be a domestic issue or not requiring an immediate response; but that it does require a response because if not responded to it could become critical. Commissioner Loftus asked what could be done to increase fees. Mr. Larson stated he could propose changes to the Board at any given time; and indicated the fees were last changed in December 2006. Commissioner Loftus asked how much time was spent in court. Mr. Larson explained that on average his officers spend all day in

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court about two days a month; and that his Lieutenant covers the road for the officers in court.

Commissioner Starr commented on reductions in overtime pay over the past years and inquired if there is opportunity to cut that more. Mr. Larson said they are trying very hard not to respond to calls after hours; and opined it could not be reduced further. **Commissioner Starr** asked what professional services represented and if County maintenance did the janitorial services, lawn maintenance, and pest control. Mr. Larson advised professional services would be for cruelty investigations or medical workups that are required by a veterinarian; and that the Lieutenant monitors that account closely. Mr. Larson said the janitorial services, lawn maintenance, and pest control was budgeted when Animal Control was at the East Port Campus and shared with other departments within that complex; and that would not be budgeted next year since they have moved. **Commissioner Starr** inquired if the County maintenance department did maintenance at the Emergency Operations Center (EOC) building. Mr. Larson said he believed so. **Commissioner Starr** asked what we spent \$111,000 for in Central/Indirect Services. Mr. Sandrock explained that those are charges from the support departments such as Budgeting, Purchasing, Attorney's Office, that are allocated to all the user departments, which will be discussed at the March 30, 2009 workshop; and indicated that the projections right now is that number for most departments will be down between 12%-13% for next year because of actions taken last year.

Commissioner Starr inquired about phone bill charges and possible additional efficiencies that could be had in printing and binding costs, gas, oil, and lubricants; and stated he is looking to eliminate overlaps, duplications, or things that can be combined. Mr. Larson explained cost factors in the phone bill charges include four cell phones, an internet card for computers that the officers use, mobile radios, and the regular phone service; and indicated printing and binding costs were reduced considerably by stopping a program they once had of automatically sending out license renewal notifications for animals due to budget cuts.

Chairman Duffy requested clarification of Animal Welfare category fees. Mr. Larson explained those are funds paid to the Animal Welfare League and Suncoast Humane Society for holding of

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Animal Control animals; that they hold Animal Control dogs and cats for five days at a cost of \$12.08 per day / per animal, per contracts with these agencies; that the Suncoast Humane Society opted out of their contract; that there will be only one animal shelter to work with after September 2009, which will present some difficulties; and that a task force has been put together to find a resolution to the issue. Mr. Larson stated many Animal Control divisions have their own shelters but Charlotte County outsources this service as a cost savings measure. **Chairman Duffy** inquired if the five days was a State requirement. Mr. Larson explained the number of days for dogs and cats to be held is set by County ordinance; but that his proposal is to reduce the period for cats to three days.

Commissioner Loftus asked what our cost was for euthanizing of each animal; and how many are euthanized. Mr. Larson advised our cost was \$8.00 per animal; and that he did not know the number offhand. **Commissioner Loftus** inquired if any of the cost was recouped in the incident last year where over 200 animals were collected and if there is a way to recoup more money. Mr. Larson advised some funds were recouped, explained the process, and indicated getting people to pay the cost has always been a problem.

Commissioner Skidmore commented further on the mobile radios and cell phones; and opined all but one of the cell phones could be eliminated Mr. Larson replied affirmatively, but noted it would not be as efficient. Mr. Sandrock indicated slide 15 reflects Decision Points; and reviewed the Level of Service Reductions of the 15% scenario on slide 16. Mr. Sandrock commented on item #6 for reduction of impound days for cats from 5 to 3 for cats and provided detail and statistics related to cats captured. Mr. Sandrock stated that items #7 and #8 involve reducing two full-time dispatch positions and one Administrative Supervisor to part-time positions. **Commissioner Cummings** expressed concern with the loss in benefits to those employees; and the reduction of vehicle repair and maintenance on a continued basis. Mr. Sandrock explained much of vehicle repair and maintenance reduction is associated with some of the downsizing that has taken place over the past couple years along with a review of what the historical repair and maintenance costs have been, rather than an arbitrary reduction. **Commissioner Cummings** clarified we are not actually reducing the amount of money

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expended, just having the budget more accurately reflect what we have been spending. Mr. Sandrock replied affirmatively. **Commissioner Cummings** opined some of the options have merit; but expressed concern in option differences because of direction being given to just cut to a certain target amount this year, rather than giving direction to do what was the cost effective, efficient thing over the long term to do.

Commissioner Loftus asked if costs related to catching the feral cats at Fisherman Village and the marina boat yard were billed back to the owners. Mr. Larson said costs are billed back to owners if owners claim the cat but in most cases when cats are brought to the shelter no one claims them and the County pays the cost. **Chairman Duffy** asked if the owners of Fisherman's Village paid the costs. Mr. Larson explained Fisherman's Village is a little unusual because each individual shop owner takes responsibility for the cats. **Commissioner Loftus** said at some point the property owners need to take responsibility and if it is necessary they be fined that should be done; and agreed that the holding time for the feral cats should be reduced from five days to three days. **Commissioner Skidmore** explained that the Board is looking for cost reductions but and ways to increase efficiency, which may mean buying software; but that he would want to see demonstrable efficiency down the road. **Commissioner Skidmore** asked if elimination of the Animal Control Director's position would shut down operations. Mr. Larson said not totally. **Commissioner Skidmore** explained that in various departments there are directors, managers, product managers, etc. and we need to shore up efficiency in the organization to avoid duplication of services or responsibilities. **Chairman Duffy** inquired if all the paperwork done by Animal Control is mandated by the County or State; and if there is a way to reduce the paperwork requirements. Mr. Larson opined it was imposed by the County because they must document by report everything that is done; and stated they have discussed getting a new computer program that would streamline and reduce the paperwork. **Chairman Duffy** requested that he and Mr. Sandrock look into using the Excel program or check with other counties for a cost-efficient Animal Control program.

Commissioner Cummings asked why Animal Control keeps records. Mr. Larson explained that records are kept so there is a history or pattern of violations if charges are filed against an

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individual or documentation in the event a suit is filed against the County. Mr. Sandrock indicated outsourcing is currently done through the Animal Welfare League and Suncoast Humane Society and was previously discussed; and requested the Board accept or not accept the 15% reduction recommendation or provide other directives.

COMMISSIONER LOFTUS MOVED TO ACCEPT THE 15% REDUCTION RECOMMENDATION, LOOK INTO INCREASING FINES, LOOK INTO REDUCING PAPERWORK REQUIREMENTS, AND LOOK INTO THE USE OF SOME TYPE OF LESS EXPENSIVE SOFTWARE, SECONDED BY COMMISSIONER STARR.

Commissioner Cummings spoke in favor of increasing fines and expressed concern with going after property owners. Chairman Duffy commented on the increased number of cats at Fishermans Village and indicated someone should take responsibility at that location because it is costing the County dollars. Mr. Larson explained the need for Animal Control going to Fishermans Village is not as great as in the past because of traps having been set; that Fishermans Village has cats there in an effort to reduce the rodent population; that the store owners have taken some responsibility by having the cats neutered/spayed and their licenses, shots, etc. given; and are required to pay costs if their licensed cat bites or scratches someone or requires quarantine.

MOTION Carried 3:2. COMMISSIONER CUMMINGS and COMMISSIONER SKIDMORE OPPOSING.

Commissioner Skidmore commented on the need to reduce middle management countywide and cut bureaucracy. Commissioner Loftus agreed that we must look from the top down and indicated he is sorry it was not included in the motion. Chairman Duffy advised it is not ruled out, but it was not included in the motion. Commissioner Skidmore questioned the need for motions today. Chairman Duffy stated it is the Board's job to accept or not accept and to give further direction. Commissioner Skidmore indicated his directive personally is to continue to find cuts in middle management. Mr. Sandrock commented on the timeline and the necessity to make decisions as we go along so we can implement and move on; and indicated that there would be further discussion as we move forward as to adding other things. Commissioner Cummings commented on the number of positions now under the BCC

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compared to 2005 when there was that same number of positions. **Commissioner Loftus** opined that most of the Board wants to see a more effective, efficient way of delivering the necessary workload to the County; and agreed with **Commissioner Skidmore** of the need to look at directors and management and see how we can deliver those services more cost effectively and efficiently with less management. **Commissioner Cummings** stated he is in favor of the Board giving direction to maximize efficiency and effectiveness; but pointed out that the direction the Board has given is to make the cuts necessary to keep the millage rate the same, which is not the same thing and gets a different set of recommendations.

Commissioner Loftus said the message he has delivered since he came on board is to make this a more cost effective, efficient service, and deliver the needs and services to the community; and continues to stand by that message. **Commissioner Cummings** said he would support a vote right now to give direction to staff rather than have a specific dollar value to hit to maintain the millage rate that the Board wants a host of recommendations designed to meet the needs of the community as cost effectively as possible over the long term. **Chairman Duffy** indicated that everyone is entitled to their opinions and may look at things very differently; that Mr. Sandrock has spent a great deal of time on this; that this is the first true budget workshop of many; and that she would like to see this move forward in the right direction.

Commissioner Starr advised his goal is to take County government to the lowest effective operating amount of cash needed; and indicated the performance based budgeting process will produce efficiencies. **Commissioner Cummings** stated he has not suggested collecting more in taxes, but that if taxes are cut it should be done based upon the needs of the community, not the arbitrary notion of keeping the millage rate the same; and expressed concern of other long term efficiency recommendations not being heard because the directive from the Board is not to maximize efficiency and effectiveness, but to keep the millage rate the same. **Commissioner Skidmore** said he would like to hear Mr. Baltz advise that the Board has not told him to maximize efficiency and that he cannot maximize efficiency holding a constant millage rate; and stated he wants efficiencies found in County government

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while reducing its size and scope without impacting the necessary functions.

Mr. Baltz explained he would not make recommendations that were not safe or reasonable; agreed that it is important to be efficient and he has heard that message; opined that cuts of \$100,000 to a \$900,000 budget are significant; indicated recommendations would be forthcoming through the budget process of what needs to be done for efficiencies through staffing; and that acceptance or rejection of recommendations lies with the Board. Mr. Baltz acknowledged the need to address the \$48M shortfall by bringing forward plans to produce a balanced budget; indicated he understands the majority of the Board desires to keep the millage rate the same; commented on directives given to departments to find a way to effectively meet the \$48M shortfall; and indicated the general rule of thumb was for recommendations for 15%, but that there would be a variation of percentages within other departments. **Commissioner Skidmore** advised that some departments have come forth with revenue producing idea. **Commissioner Cummings** commented further on maintaining the same millage rate. **Chairman Duffy** stated four Board members are against increasing the millage rate and they need to move on.

RECESS: 2:50 PM - 3:03 PM

b. Fire/EMS

Chairman Duffy asked that the Board allow Mr. Sandrock to go through his presentation to the recommendations portion and save their questions until that time.

Mr. Sandrock reviewed core services for Fire Rescue and EMS key results, decision points, reduction scenario, other areas for discussion, revenue opportunities, current year savings, and current outsourcing reflected in slides 19-37; and requested Board direction.

Commissioner Cummings commented on reducing the manning levels per unit; and inquired if any of the recommendations could affect our insurance rates. Chief Didio replied affirmatively; and commented on lowering manning levels from the 3-man advanced life support (ALS) engines to cut sick, vacation and overtime issues. **Commissioner Cummings** inquired what our current Insurance

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Service Office (ISO) rating is and if we were on the edge of maintaining or going up another level. Chief Didio advised our current ISO rating is 4/9 and agreed we are trembling on the edge of staying at a 4.

Commissioner Cummings asked if the manning level could trip us over that. Chief Didio explained the elements considered in the ISO rating; commented on elimination of two fire stations, difficulties during multiple occurrences, bumping of fire stations, and other issues related to reducing costs; and advised they use Ambitrans as a backup for non-emergency situations. **Commissioner Cummings** inquired about the outsourcing of Baker Act transports. Chief Didio advised the Sheriff's Department is required to do this but the Medical Director determined if patients are medicated his department must handle the transport; indicated there was a tremendous call volume after G. Pierce Woods closed, which tied up emergency 911 units doing Baker Act transports; and that his department contracted out with Ambitrans. **Commissioner Cummings** opined the proposal to raise revenue to ease the burden on the taxpayers by doing non-emergency transports is a good idea. **Chairman Duffy** asked about public education and seminar hours required. Chief Didio explained there are twenty one active programs that support senior services, schools, and the community; and indicated the division is run by sponsorship and donations with exception of staff. **Chairman Duffy** inquired if that was an area that could be reduced or consolidated. Chief Didio replied affirmatively; but pointed out that many good programs that are offered to the citizens of Charlotte County and recognized nationally would be lost; indicated certain information to be given out is sensitive; and that proper training is necessary for staff members. **Chairman Duffy** asked if Fire/EMS staffing level is consistent throughout the twenty four hour period or based on demand. Chief Didio advised it is standard and not on demand; and indicated that there are no manning drops on the rescues, only on the engines. **Chairman Duffy** inquired if there were certain times call volumes dropped. Chief Didio advised his staff is presently evaluating peak call volumes and the results would be presented to Administration. **Chairman Duffy** asked why the FTE's for Fire were more than EMS. Chief Didio explained they were riding 3-man engine companies and there was a lot on the fire side; that even with two there is more to do on a fire call than an EMS call; and commented on splitting of costs for dual-certifications and

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operation of stations. **Commissioner Loftus** agreed it is critical to schedule based upon demand times; and asked what the fire rating is now with the two additional stations up and running versus the fire rating of 2004. Chief Didio advised he anticipates another accreditation to be done in about three years; but pointed out that in 2004 the recommendation was for thirteen additional engine companies. **Commissioner Skidmore** clarified that Chief Didio could not predict with any certainty that these cuts would increase homeowner insurance. Chief Didio agreed; and indicated the proposed cuts are only a small piece of the overall picture.

Commissioner Skidmore inquired about operating 24-hour shifts with built-in overtime. Chief Didio said they were running 24/48, which is pretty much standard throughout the country, and negotiated through their contracts. **Commissioner Skidmore** requested clarification on the seminars, attendees and flextime, to which Chief Didio responded. **Commissioner Skidmore** requested detail related to the number of medical calls, motor vehicles with injuries, public assist, service calls, and fire calls. Chief Didio provided numbers and explained details on various types of calls.

Chief Didio commented on public assist calls to the Sheriff's Department. **Commissioner Skidmore** requested Chief Didio furnish him how often ambulances have gone out with SWAT teams over the past twelve and thirty six months. Chief Didio explained cover and move ups, good intent calls, wellness checks, medic alert alarms, false alarms, which are billed pursuant to ordinance and special incident/ anonymous calls. **Commissioner Skidmore** requested detail related to training costs and hours. Chief Didio explained the computer fire training program (FETM) used by the department for in-house Fire and EMS training; advised that employees on duty must do training hours on the computer each day and log them in; that EMS does their 30-hour re-certifications for Paramedics and EMT and must pass tests; and that the program is state-wide consistent. **Commissioner Skidmore** referenced page 8 of the EMS results and asked that he be furnished the actual number of people transported. **Commissioner Skidmore** asked about response time and the discrepancy between EMS and Fire training hours. Chief Didio explained cost saving changes from the former method of EMS training; indicated much of the EMS side is hands on training in addition to computer training; and that there are

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more fire programs than on the EMS side. **Commissioner Skidmore** inquired if there is co-mingling of Fire/EMS budgets of ad valorem dollars in fire assessments. Chief Didio responded negatively. **Commissioner Skidmore** asked which budget the PIO was paid from. Chief Didio advised the PIO is paid from the Fire budget. **Commissioner Skidmore** asked which fire stations would be closed. Chief Didio explained that has not yet been determined.

Commissioner Starr asked about staff and position cuts. Chief DiDio explained mid-management elimination, re-distribution of duties, and how level of service would continue. **Commissioner Starr** inquired if a program could be developed for public education and incorporated into the County operation, eliminate that position, and do away with duplication of efforts. Chief Didio stated they could look into doing so with the training programs, but indicated the PIO portion would be more difficult because of sensitivity of issues. **Commissioner Starr** asked if administrative services was internal or handled by the County. Chief Didio explained cuts already made and responsibilities of the two administrative assistants; commented on the Fire Marshal and cuts; pointed out high dollar positions have been limited; and everyone has taken on more work. **Commissioner Starr** opined dollars could be saved by reducing the nine Battalion Chiefs and use Lieutenants instead. Chief Didio explained the experience differences between the two and advised it takes 25 plus years to get to Battalion Chief level. Chief Didio responded to **Commissioner Starr's** inquiries on Sheriff Dispatcher expenses, telephone costs, and duplications of services.

Commissioner Starr questioned the estimated \$950,000 in uncollectable transport debt expense. Hector Flores advised ADPI of Miami generates the bills and collects the revenue; and indicated accounts that have had no activity for twelve months get sent to the County's secondary collection agent. Chief Didio responded to **Chairman Duffy's** inquiry about responsibilities of the three support services people and phone internet connections for training programs. Ms. Shoemaker explained type of internet connection depends on location of the stations. Chief Didio responded to **Commissioner Skidmore's** previous inquiry by advising 2,508 were non-transportes in 2008. **Commissioner Skidmore** requested clarification that Fire/EMS had its own building maintenance technician. Chief Didio responded affirmatively. Mr. Sandrock informed the Board they are taking a

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comprehensive look at maintenance, repairs, mowing, and janitorial to compare outsourcing versus one centralized function in-house.

COMMISSIONER LOFTUS MOVED TO APPROVE ITEMS 1-6 AND COME BACK ON ITEM 7 AFTER ADDITIONAL ANALYSIS, SECONDED BY COMMISSIONER SKIDMORE.

Commissioner Starr recommended Chief Didio and his staff review with the Budget Department all that has been discussed with the possibility of finding additional cuts. Mr. Sandrock explained that detailed notes were taken and staff would come back to address the Board's questions; and pointed out this is a work in progress and agreement on even a portion of this now helps them track reductions and move forward on the budget. **Commissioner Skidmore** opined privatization should be moved to research mode, not a RFP on the street.

MOTION Carried 4:1. COMMISSIONER CUMMINGS OPPOSING.

Chairman Duffy acknowledged work that had already been done on the RFP; and opined she does not anticipate privatization to happen. **Commissioner Cummings** explained concessions were made voluntarily in good faith and the Fire/EMS employees deserve not to have their jobs put at risk through an RFP.

c. Radio Communications

Ms. Shoemaker provided detail related to Radio Communications slides 38-47, core services and results, and 15% reduction scenario for eight levels of service, representing \$104,985 in savings.

Commissioner Cummings requested clarification of the revenue stream that makes this a stand-alone fund, what is included in miscellaneous revenues and what the Traffic-Crt Costs/Radio Comm represents. Mr. Sandrock explained the major revenue source is the user fees charged to departments that have radios based upon the number of radios they have; that there are some court fees from traffic violations; and revenues from current tower leases. Ms. Shoemaker advised this is not included in central and indirect services. Mr. Sandrock pointed out that to the extent we can make reductions in this fund it would help other

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funds like the General Fund that must pay the assessments for using the radios. Hector Flores explained the miscellaneous revenues are the fees charged to the user departments; and that the Traffic-Crt Costs/Radio Comm is based upon Florida Statute requirement wherein \$12.50 of every traffic violation goes into a fund and allocated to the radio fund to operate the countywide system.

RECESS 4:26 -4:35 PM

Mr. Sandrock requested Board direction associated with the 15% reduction for the Radio Communications division.

COMMISSIONER LOFTUS MOVED TO APPROVE 15% REDUCTION IN RADIO COMMUNICATIONS AS RECOMMENDED, SECONDED BY COMMISSIONER STARR.

MOTION Carried 3:1. COMMISSIONER CUMMINGS OPPOSING.

d. Emergency Management

Mr. Sandrock reviewed Emergency Management slides 49-67 of mission statement, core services, FTE, and results, 15% reduction scenario, representing a total reduction of \$30,639, revenue opportunities, and current outsourcing; and pointed out reductions could jeopardize state and federal grant funding.

Wayne Sallade commented on funds from homeowner insurance premiums that go into the State Emergency Trust Fund pool, a portion of which becomes competitive grants for projects by Florida counties; and cautioned on reductions which could throw red flags up to the State to charge that we are not maintaining the level of support match. Mr. Sallade advised it is mandatory that at least one staff member of each county attend an annual event on emergency management current issues and the Governor's Hurricane Conference. Mr. Sallade reviewed Emergency Management proposed cost reductions #1 through #12 on slide 64, commented on items that can be eliminated, those that are in the process of being eliminated, and those that would be critical to Emergency Management; and explained difficulties that would be experienced with staff reductions.

COMMISSIONER LOFTUS MOVED TO DENY ACCEPTANCE OF THE 15% EMERGENCY MANAGEMENT REDUCTION SCENARIO, WITH THE UNDERSTANDING

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THAT THE DIRECTOR OF EMERGENCY MANAGEMENT WILL CUT EXPENSES WHERE POSSIBLE, SECONDED BY COMMISSIONER CUMMINGS.

Chairman Duffy opined reductions can always be found in every aspect of government; that she understands money must be spent in some areas; and asked Mr. Sallade what Emergency Management can live without. Mr. Sallade stated approximately \$20,000 of the proposed \$30,639; and pointed out Emergency Management lost within this fiscal year a valued staff member who handled significant portions of their operation, including special needs. **Chairman Duffy** stated that \$30,639 out of Emergency Management's \$500,000 budget represents only 6%.

Commissioner Cummings stated his second to the motion is with the understanding the Emergency Management Director will go back and look at reductions again, be certain we are not jeopardizing the \$100,000 grant, and make the recommended cuts deemed appropriate, but that the Board is not suggesting they adopt the entire slate. Mr. Sandrock replied affirmatively. **Commissioner Cummings** stated that is closer to giving a recommendation of doing what is efficient and effective; opined eliminating all travel would jeopardize the grant; that the satellite phones are important; that if the target is to be as effective and efficient as possible that is acceptable to him and he would support that direction from the Board. **Commissioner Loftus** clarified his motion. **Commissioner Cummings** agreed.

MOTION Carried 3:1. COMMISSIONER STARR OPPOSING.

Mr. Sandrock advised there is a revenue opportunity identified to charge for health care plans review, which would potentially generate \$15,000; and that current outsourcing is \$2,810 for hazard materials analysis. Mr. Sallade explained this is a sub-grant for work we sub-contract to be done annually; that 48 different facilities such as ALF's, nursing homes, hospitals, and surgical centers, are required by State law to have emergency plans reviewed by our staff; that the State has a law permitting counties to charge those facilities for the work; but that many counties are just now beginning to charge for that service.

Commissioner Cummings expressed concerns that the subset of conducting informational events under core services is not

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mandatory; indicated he does not view that as an option because of its importance; opined that how well our community responded in hurricane Charley was at least partly due to the thousands of people who went through those informational events; and advised he would oppose cuts that impede the ability to put these informational events on. Mr. Sandrock reviewed upcoming workshops.

ADJOURNED: 5:00 PM

Signature on file in Commission Minutes
Chairman

ATTEST:

BARBARA T. SCOTT, CLERK
OF THE CIRCUIT COURT AND
EX-OFFICIO TO THE BOARD
OF COUNTY COMMISSIONERS

By: Signature on file in Commission Minutes
Deputy Clerk

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