

BOARD OF COUNTY COMMISSIONERS

April 7, 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, and Minutes Supervisor Nice. The following members were absent: None

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

1. Review Performance Budgets - Human Resources - Kelly Shoemaker and Ray Sandrock

Ms. Shoemaker reminded Board Members of reductions totaling \$3.5M in General Revenues and \$7.5 in other funds and the target is \$10M.

Ms. Shoemaker reported reductions to date total almost \$3.5M from General Revenues and \$7.5M from Other Funds and the target is \$10M. Ms. Shoemaker explained Human Resources is comprised of Employee Labor Relations, Learning and Organizational Development, and Risk Management including Self Insurance and Health Insurance and asked the Board to consider the increased demands on the Department as a result of staff reductions.

A. Employee Labor Relations

Ms. Shoemaker gave a slide presentation of Employee and Labor Relations Mission Statement and Goals, Core Service #1 Revenues and Expenditures total \$291,373 and Core Service #2 amount to \$292,285; summarized Results A through F required under Core Service #1 and Results A through G compliance requirements under Core Service #2; and reviewed staff time allocations by percentage. Ms. Shoemaker advised the proposed overall savings is 11% or \$65,319; suggested other revenue sources might result from consultations with other public entities; commented on the \$30,000 allocation for current outsourcing; and requested direction. **Commissioner Cummings** pointed out the Board has been

forewarned about possible additional litigation costs as a result of reductions. **Commissioner Skidmore** questioned the function of the Human Resources Training Director shown on the organizational chart. Human Resources Director Maggie Kain outlined the duties and responsibilities. **Commissioner Skidmore** requested the amount of outsourcing being done relative to legalities. Ms. Kain advised an individual was hired to facilitate contract investigation. **Commissioner Skidmore** questioned who performs payroll functions. Ms. Kain stated the Clerk of the Court. **Commissioner Skidmore** suggested looking at a private firm to conduct payroll functions at a reduced cost. **Commissioner Loftus** stated he would like to see the costs. **Chairman Duffy** requested the benchmark for the number of staff based on the number of employees. Ms. Kain reported the number on staff complies with Federal standards. **Commissioner Skidmore** suggested consolidating positions. Ms. Kain explained the difference in coordinator, manager, and learning specialist positions. Ms. Kain advised staff is continuing to strategize as a team, the cost per employee is \$230 which is a small percentage of \$1,500 annual Federal average. **Commissioner Skidmore** questioned the mandatory versus elective training amounts and suggested discussion on out-sourcing payroll be expedited. Ms. Kain offered to provide such data. **Commissioner Starr** noted current outsourcing totals \$30,000; requested how many functions e.g. background checks, etc. can be conducted in-house; and suggested consolidating and eliminating positions. Ms. Kain commented in the shift in functions from recruitment to training for future cost effectiveness, reductions in staff with work increases, and offered to look at the cost difference based on salaries plus benefits. **Chairman Duffy** requested an explanation of third-party vendor recruiters. Ms. Kain stated no contract exists for third-party recruitment vendors and each case is reviewed on an individual basis. **Chairman Duffy** remarked on the number of positions reduced in the last two years. Ms. Kain stated two positions have been eliminated, two positions are to be changed to part-time positions, and another position is to be reduced this coming year. **Commissioner Starr** questioned the use of public and private vendors for cost reductions. Ms. Kain responded both public and private sector vendors are considered. **Commissioner Skidmore** suggested reallocating staff. Ms. Kain advised that is being evaluated on a continuing basis. Ms. Shoemaker added Human Resources has been asked to implement paperless programs to make the organization more efficient. Ms. Kain reviewed the \$300 cost

per year versus the median of \$900 and advised work is being shifted as down time occurs for cost savings. **Commissioner Cummings** requested the number of position changes as a result of the 200 layoffs and bumping. Ms. Kain estimated one for every three. **Commissioner Cummings** commented on the need for compliance with State and Federal laws and additional training for employees moving into new positions as a result of bumping.

COMMISSIONER LOFTUS MOVED TO APPROVE STAFF'S RECOMMENDATION FOR AN 11% REDUCTION INCLUDING INFORMATION REQUESTED BY BOARD MEMBERS, SECONDED BY COMMISSIONER SKIDMORE

Chairman Duffy opposed the motion. **Commissioner Starr** expressed opposition because outsourcing needs to be evaluated; stated the reduction is 17% with an overall 11% reduction; and pointed out nothing precludes staff from making additional reductions. **Commissioner Loftus** stated the motion directs staff to bring back data on Board Members' suggestions. **Commissioner Skidmore** expressed frustration with taking staff's recommendation; opined the proposal should only be a starting point; and expressed concern with the number of supervisory/management staff. **Commissioner Loftus** stated the requested data must be available prior to any final decision. **Commissioner Cummings** commented on increased workload on staff based on chain reactions from bumping. **Commissioner Starr** advised the departments are providing transparency, consultants are hired to provide information outside-of-the box, and there are always efficiencies that can be implemented to save more money.

MOTION FAILED 1:4 WITH CHAIRMAN DUFFY AND COMMISSIONERS CUMMINGS, SKIDMORE, AND STARR OPPOSING.

Commissioner Skidmore suggested re-addressing more cuts in this budget at another workshop. Ms. Shoemaker advised two dates have been set aside for additional discussion. **Commissioner Loftus** stated the purpose of the motion was to provide a starting point or based from which staff needs to work from. Mr. Baltz recalled the Board requested recommendations from staff for the budget workshops and stated the Board has discretion to adopt or reject the recommendations. **Commissioner Skidmore** questioned the difference in pay grades of learning specialists. Ms. Kain explained the inverted pyramid and the business-partnership and advised promotions are not based on years of service. **Commissioner Skidmore** requested the same

information for Constitutional Officers. **Chairman Duffy** commented on the Clerk's functions, budgets, and charge outs relating to the court system. **Commissioner Skidmore** concluded it is not reasonable to consolidate Human Resources services with Constitutional Officers. **Commissioner Starr** stated the goal is for 15% in reductions and suggested staff maximize cost reductions to the bottom line. **Chairman Duffy** reminded the Board that only one segment of the Department has been done for a 17% reduction. Ms. Kain pointed out the packet includes materials on additional cost reductions, e.g. use of lease employees. **Commissioner Cummings** opined this is not performance based budgeting e.g. you look at your needs and costs and then develop a cost effective, long-term budget and opined staff does not have the levels required to do performance base budgeting. **Commissioner Starr** stated he has never seen an in-depth transparency of the budget in his 22 years in Charlotte County and opined zero based budgeting is better than performance based budgeting; stated the millage rate should remain the same; and commented on the need to be frugal. **Commissioner Cummings** recalled last year's budget process provided a lot of detail and it has been done year-after-year.

B. Learning and Organizational Development

Ms. Shoemaker reviewed the slides on Learning and Organization Development including the Mission Statement, Core Service #1, Revenues and Expenditures totaling \$390,825; the ratio is one to 395 employees versus the School Board at one to 420 employees; reviewed Results A through C for training relative to FMLA, ADA, Sexual Harassment, safety training, better trained and skilled workforce and time allocations; and explained the overall savings is 18% or \$66,305. Chairman Duffy requested an explanation regarding reductions of \$26,700 for Contractual/Eliminate Professional Services and \$31,000 for educational expenses. Ms. Shoemaker summarized these reductions; suggested additional revenue opportunities; reported the total current year savings total \$58,198; the current outsourcing is \$46,700; and requested direction. **Commissioner Skidmore** suggested digging deeper. **Commissioner Starr** agreed and stated he is not in favor of accepting staff's recommendation. **Commissioner Starr** commented on the 14,000 hours of training via computer by firefighters and suggested more in-house training based on new and innovative ways for cost effectiveness. **Commissioner Skidmore** pointed out professional

degrees can be achieved on-line. Ms. Shoemaker pointed out Mind Readers software is utilized. **Commissioner Starr** commented on partnerships and outsourcing on training for better returns on investments. **Commissioner Cummings** expressed confusion about contradictions being made on doing more out-sourcing and more in-house training. **Commissioner Starr** indicated support for out-sourcing as long as it is done for cost efficiencies and benefits. **Chairman Duffy** suggested more specific direction.

COMMISSIONER LOFTUS MOVED TO ACCEPT STAFF'S RECOMMENDATION FOR THE 18% REDUCTION WITH ADDITIONAL REDUCTIONS TO BE MADE PRIOR TO A FINAL DECISION BASED ON DISCUSSION POINTS. MOTION LOST FOR LACK OF A SECOND.

Mr. Baltz pointed out each packet has 10%, 20%, and 30% reduction scenarios and the Board has discretion to accept, reject, or direct staff to find more reductions. Chairman Duffy requested a review of the different scenarios for this department. Mr. Baltz explained the reduction process at departmental levels; reiterated options are in the packets for much deeper cuts; and the Board has direction to accept, reject, and provide clear direction. Mr. Baltz referenced page 6 of 9 on scenarios 1 through 3 and staff's proposed recommendation is a combination. **Commissioner Skidmore** questioned performance measures. Ms. Kain stated implementation of on-line procedures will reduce costs. Pamela Stein explained the on-line system utilized to establish efficiencies and goals, both public and private sectors use this system, and there is also a legal tool to the component. **Chairman Duffy** recalled the various levels of goals and tasks implementation. Ms. Stein explained performance management updates to the system are done throughout the year in lieu of an annual basis. **Commissioner Starr** referenced Scenario 1 cuts and pointed out questions deal more specific to the nuts-and-bolts operations in lieu of membership cuts. **Commissioner Cummings** opined most people have extreme difficulty understanding the County's budget; if each item in the line-item budget was given in-depth scrutiny, it would have taken 18 months; there has to be some level of trust; and staff is trying to tell the Board the implications of additional cuts in the back-up materials. Mr. Baltz reiterated the back-up materials provide deeper cuts and referenced page 10 of 13 relative to the Employee and Labor Relations Department. **Chairman Duffy** added the Board could have adopted as much as a 30% reduction.

Commissioner Cummings reminded the Board that the additional reduction scenarios have additional risks. **Chairman Duffy** indicated staff's recommendation is a combination of Scenarios 1 and 2 for \$66,000 in reductions but the Board could add on an additional \$40,000. **Commissioner Loftus** advised Board Members have come up with ideas for further reductions since the recommendations are only base line and staff is being asked to bring back more reductions.

RECESS: 3:00 PM - 3:10 PM

Chairman Duffy noted a communication problem regarding the new performance based budget analysis because initially the Board was to give direction to staff in terms of approval of the recommendations and additional cuts. Mr. Baltz reminded the Board of the master schedule for budget workshops; 13 workshops remain and 7 workshops have been conducted; organizational re-engineering, additional line item cuts can be continued; and Board direction on additional cuts will be worked on. **Commissioner Skidmore** referenced discussion on Employee and Labor Relations relative to Scenarios 1 through 3 including out-sourcing payroll evaluation is a good start.

COMMISSIONER SKIDMORE MOVED TO APPROVE SCENARIOS 1, 2, AND 3 ON EMPLOYEE AND LABOR RELATIONS FOR A TOTAL SAVINGS OF \$173,593 WITH FURTHER REDUCTIONS BASED ON DISCUSSION POINTS, SECONDED BY COMMISSIONER LOFTUS
MOTION CARRIED 3:2 WITH COMMISSIONERS STARR AND CUMMINGS OPPOSING.

Commissioner Cummings reiterated the potential levels of litigation risks associated with the scenarios. **Commissioner Starr** requested when the Board might expect to have changes implemented and additional reductions brought back. Mr. Baltz reported two dates have been set aside and staff is making note of Board discussion points. Ms. Shoemaker recalled a list of items to be brought back, cautioned the Board that the two open dates are not at the end of the budget process, May 29 was scheduled for wrap-up and summary and the prior session is set for May 27. Mr. Baltz stated all discussion issues will have follow up. **Commissioner Skidmore** suggested rescheduling the budget workshop on Parks and Recreation to May 22 instead of May 27. Ms. Shoemaker pointed out Board Members have additional time but Florida Statutes require a budget in the system by June

1 of each year. **Commissioner Skidmore** noted staff reductions can cause delays in timelines but, hopefully, none will be missed. Ms. Shoemaker pointed out staff intends to bring back further reductions on discussion points on April 24. **Commissioner Cummings** cautioned the Board about some level of acceptance of predicted consequences based on budget cuts. **Commissioner Skidmore** questioned Ms. Stein about comparisons done about the on-line performance appraisals software and availability of alternative programs. Ms. Stein stated she was hired in 2007 and the intent was to make the organization the best employer; there are other on-line systems available; and summarized differences in systems.

COMMISSIONER LOFTUS MOVED TO ACCEPT THE 18% REDUCTION FOR \$66,000 STAFF RECOMMENDATION AS A STARTING POINT, DIRECT STAFF TO EXAMINE THE \$40,000 EXPENDITURE FOR ONLINE PERFORMANCE APPRAISAL SOFTWARE FOR ALTERNATIVES, AND ADDRESS ALL BOARD MEMBERS' CONCERNS, SECONDED BY CHAIRMAN DUFFY MOTION FAILED 2:3 WITH COMMISSIONERS CUMMINGS, SKIDMORE, AND STARR OPPOSING.

Commissioner Starr suggested staff bring back additional savings beyond the recommendation and address all concerns identified by Board Members.

Commissioner Skidmore requested more detailed backup information regarding the online performance appraisal program e.g. what the program does, specifications, details on the \$31,000 in reductions and stated re-engineering of the department should be done first. **Commissioner Skidmore** noted staff has direction.

C. Risk - Self Insurance and Health Insurance

Cari Branco gave a slide presentation on the Risk Management Mission Statement and Core Service #1 for Health Insurance and Benefits and revenues of \$25M+. **Chairman Duffy** requested clarification regarding the number of positions. Risk Management Manager Bob Pryor commented on the time allocations of the Director and an HR specialist. Ms. Kain explained the organizational chart and the ratios of staff to the number of employees; two individuals each work on workman's compensation, property and casualty, health benefits, and one individual works on safety and control. Mr. Pryor added there are seven positions. Ms. Branco reviewed Results A through G of Core

Service #1 and time allocations. **Commissioner Skidmore** questioned the time allocation regarding Bib/negotiate and administer benefits for BCC versus Constitutional Officers. Mr. Pryor stated HR develops specifics of the Request for Proposal (FFP) and Purchasing puts the information into a template and conducts the bid process. Ms. Shoemaker pointed out each department provides the scope of services to Purchasing. Mr. Pryor commented on staff's involvement in retirees' health insurance billing, flexible spending accounts, optional insurance and estimated about 13% of the 20% of discretionary spending. **Commissioner Skidmore** questioned re-allocating functions. Mr. Pryor stated administration may not be shifted but customer service could be reduced by eliminating claim resolution service to employees. Ms. Shoemaker related her experience with staff in expediting claim issues. **Commissioner Cummings** recalled two occasions when he benefited from having an advocate to resolve issues. **Chairman Duffy** noted customer service for 25% of the time is very similar to assistance on billing and claims issues. **Commissioner Cummings** recognized quantitative versus qualitative issues exist. **Chairman Duffy** requested the number of HR positions allocated to claims service. Mr. Pryor summarized the number of employees and entities covered under the County's insurance. **Commissioner Starr** suggested charging more for services in order to maintain the current insurance premiums paid by employees and agreed with **Commissioner Skidmore and Chairman Duffy**. **Chairman Duffy** concluded three Risk Management Specialist positions exist and one is to be eliminated under Scenario 3. Mr. Pryor stated an 800 telephone number can be given to employees but there will still be a level of confusion and frustration when employees will turn to HR for help. **Commissioner Skidmore** concluded Mr. Pryor is the Risk Management Director who would supervise six employees thereby eliminating the supervisor. Ms. Kain stated the supervisor is one of two people who work on property casualty and that work would have to be shifted and added incentives have been negotiated with CIGNA for employees regarding the wellness program. **Chairman Duffy** requested if Board direction is needed at this time. Ms. Shoemaker suggested continuing the slide presentation on Core Services #2. Ms. Branco continued the slide presentation with the \$67,100 overall savings or 18% and a current year savings of \$28,292. **Commissioner Skidmore** requested the savings. Ms. Kain totaled the reductions attributable to Scenarios 1 and 2 at 25% or \$94,730. Ms. Shoemaker stated under all three scenarios, one

full time position would be eliminated. **Commissioner Cummings** noted Scenarios 1, 2, and 3 would create a cumulative impact since the one full time position would be made part time under Scenarios 1 and 2 and then entirely eliminated under Scenario 3.

COMMISSIONER SKIDMORE MOVED TO ACCEPT LEVEL OF SERVICE REDUCTIONS UNDER SCENARIOS 1 AND 2 FOR A 25% OR \$94,730 SAVINGS AND DIRECT STAFF TO INVESTIGATE ALL DISCRETIONARY EXPENDITURES TO ACHIEVE ADDITIONAL SAVINGS, SECONDED BY COMMISSIONER LOFTUS MOTION CARRIED 4:1 WITH COMMISSIONER CUMMINGS OPPOSING.

Ms. Branco presented slides relative to Core Service #2 based on the packet information including revenues/expenditures, Results A through G, the allocation of time with the largest amount of time expended on property and casualty insurance, an overall savings of 24% or \$79,050, revenue opportunities as a result of performing risk consulting for smaller entities and contractors, a total current year savings of \$104,261, and estimated outsourcing opportunities that total \$189,700. **Commissioner Skidmore** referred to the January 20, 2009 minutes for discussion on the employee health center and requested the opening date. Mr. Pryor stated the ribbon cutting is set for Wednesday, April 15, 2009. **Chairman Duffy** requested functions performed by the third-party administrator. Mr. Pryor explained Human Source Administrators is the third-party administrator, property casualty insurance administration is also outsourced for an independent appraisal, and reported it is put out to bid every three years. **Commissioner Skidmore** requested the bidding time frame. Mr. Pryor recalled the last RFP for carrier was awarded to the League of Cities, one out of four bidders; The Gehring Group is the broker and their fees are paid by the carrier; and suggested a workshop be scheduled in May for more in-depth discussion. Mr. Pryor projected, based on discussions with other counties, the insurance market is hardening and rates will increase e.g. Collier County renewed in April 2009 for a 15% increase on property and casualty. **Chairman Duffy** noted the \$2M savings achieved by Sarasota County relating to property casualty insurance. Mr. Pryor recalled Gallagher & Company was the highest last year, the League of Cities' quote was received prior to RFP, and their quote did not change for a \$1.2M savings.

COMMISSIONER SKIDMORE MOVED TO ACCEPT STAFF'S RECOMMENDATIONS, SECONDED BY COMMISSIONER LOFTUS

MOTION CARRIED 5:0.

Commissioner Cummings concluded the loss of small amount in savings activities in this department will significantly impact benefits and translate into loss of productivity and efficiencies in the long-term and pointed out a lot of motivation are the benefits package for employees and families. Mr. Baltz requested clarification on the reduction accepted by the Board on self insurance. Ms. Shoemaker explained the Board accepted staff's recommendation of 24%.

2. Discussion on Payroll Related Issues

A. Pay Increases

Ms. Branco advised no base pay adjustments were given for FY08/09 by the Board (except IAFF) and the Supervisor of Elections. **Chairman Duffy** calculated firefighters would be given a 3% increase. **Commissioner Starr** asked for the bottom line e.g. 10% last year would be reduced by 7%. Ms. Kain stated last October a 3% cost of living increase was given and throughout the year another 3%, based on anniversary dates, plus educational expenses have been provided but there is a decrease is 1.5% of the base pay and all educational expenses. **Commissioner Starr** concluded a 4.5% increase and no educational expense and questioned other salary increases. Ms. Kain verified that no other departments or Constitutional Officers are giving across-the-board or cost-of-living raises. **Commissioner Cummings** questioned the difference in the amount budgeted for employees for this year and next year on a per capita basis. Ms. Kain offered to provide the information. Ms. Kain recalled reductions in anniversary increases and offered to provide the data. **Commissioner Cummings** requested actuals versus anticipated variations for the net in the proposed budget. Mr. Baltz stated a great many employees did not receive any salary increases and most Constitutional Officers followed suit. Ms. Branco explained the impact of a 1% base pay increase would be about \$680,000.

B. Furloughs

Ms. Branco defined and summarized options being considered around Florida for involuntary unpaid furloughs on short or long-term bases. **Commissioner Skidmore** related other

jurisdictions are considering courthouses closures on Fridays. Ms. Branco stated one-day per month or 5% furloughs would amount to \$1.5M in savings and two-days per month would equate to \$3.0M. **Commissioner Cummings** questioned if one-day furloughs would be staggered. Ms. Shoemaker stated no details have been developed and research is being done including potential energy savings. **Commissioner Skidmore** suggested the 14 Division Managers identify furloughs within their departments e.g. Permitting is down and furloughs could be rotated in lieu of eliminating more positions. **Commissioner Cummings** pointed out reductions in work levels may reduce or eliminate staff's capacity to meet deadlines in a timely manner.

C. Health Insurance Costs

Ms. Branco summarized the status of the health clinic and the increase on anticipated health insurance costs. **Commissioner Skidmore** suggested staff evaluate the Coast-to-Coast prescription card offered to the public that pays dividends to Sarasota County to recapture health insurance costs and reduce the cost to employees. **Chairman Duffy** agreed. Ms. Branco reviewed the slide on conservative planning, ways to deal with rising health care costs e.g. use health insurance reserves of \$2M or one-half of the reserves, County absorb increase that was done last year, employees absorb 100% increase, or the County and employee absorb the increase on a 50/50 basis. Ms. Kain stated that would need to be negotiated with both IAFF and IUPAT and pointed out employees currently pay 17% or \$2.833M in premiums.

D. Florida Retirement System (FRS)

Ms. Branco pointed out the FRS increase is estimated since the final data will not be available until July and outlined potential increases in the different classifications and impacts on the budget. **Commissioner Skidmore** asked what classification Mr. Pryor falls into. Ms. Kain advised Regular Classification, none of the directors are Senior Management but the County Administrator, Assistant County Administrator, County Attorney, and Deputy County Attorney are considered Senior Management. **Commissioner Cummings** estimated the present value on his

retirement benefit at approximately 30% of his salary. Ms. Branco requested direction on base pay increases or decreases, furloughs, and health care increases. **Commissioner Cummings** calculated the insurance increase is about 5% or 5 times that of each 1% of base pay increases and at the least that should be equal. **Commissioner Skidmore** agreed and requested the number of employees who make more than \$100,000 per year. Ms. Kain offered to provide the information tomorrow, pointed out tiered salaries exist for directors who have been employed for a long time, and some make over \$100,000. **Chairman Duffy** referenced slide number 1 on the total reductions to the budget of \$10M plus the \$3.4M. **Commissioner Skidmore** calculated \$11.4M with the use of \$2M from reserves and suggested indexing deductibles and co-insurance payments to save money. Mr. Pryor stated that could be done although the Board previously decided not to pass this on. **Chairman Duffy** questioned the 20% projected increase this year up from 17% increase last year. Ms. Branco stated the 20% is historically used by the Budget Office. **Chairman Duffy** commented in support of the County absorbing the health insurance premium increase. **Commissioner Skidmore** pointed out that would represent a 5% increase for employees if premium increases are not passed onto employees and commented on State employee's taking a 5% decrease. **Commissioner Skidmore** stated he does not want to take any more money out of paychecks, suggested looking at top-level management especially supervisory positions, and referenced the supervisory position in Risk Management. Ms. Kain stated salaries are based on performance and skill levels for the position within which an individual is working and mentioned strategies are being looked at to eliminate job descriptions versus competencies. **Commissioner Loftus** pointed out State of Massachusetts employees have not received any pay raise for three years, going on four years, and their economic conditions are not as bad as Charlotte County. **Commissioner Cummings** recalled based on a survey the County was competitive for front-line pay but not for upper management when compared to the private sector. **Commissioner Skidmore** stated the \$1M PIO budget needs to be cut. **Commissioner Cummings** advised he and **Commissioner Skidmore** and **Chairman Duffy** agree the County should absorb increases in health care premiums. Ms. Branco requested direction on the use of the \$2M from the Rate Stabilization Reserves. **Commissioner Cummings** expressed concern about using the entire \$2M for a one-time subsidy due to the lack of a reoccurring revenue stream. **Chairman Duffy** suggested using \$1M instead of \$2M. **Commissioner Cummings** concurred.

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Commissioner Skidmore commented on the Coast-to-Coast prescription program offered to Collier County residents and costs related to the National Association of Counties program. Mr. Pryor offered to contact Collier County Risk Manager Jeff Walker. Ms. Shoemaker announced the April 15, 2009 workshop will deal with the Growth Management budget.

ADJOURNED: 4:55 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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