



MINUTES

COMMISSION WORKSHOP

MONDAY, MARCH 8, 2021 AT 5:30 P.M.

CITY OF ST. AUGUSTINE BEACH, 2200 A1A South, St. Augustine Beach, FL 32080

I. CALL TO ORDER

Mayor England called the meeting to order at 5:30 p.m.

II. PLEDGE OF ALLEGIANCE

Mayor England led the Pledge of Allegiance.

III. ROLL CALL

Present: Mayor England, Vice Mayor Samora, Commissioner George, Commission Rumrell and Commissioner Torres.

Also present were: City Manager Royle, Assistant City Attorney Taylor, Interim Police Chief Carswell, Police Commander Harrell, City Clerk Raddatz, Finance Director Douylliez (remotely), Building Official Law, and Public Works Director Tredik.

IV. TOPICS FOR WORKSHOP

A. Review of Employee Salaries and Pay Ranges (Presenter: Patricia Douylliez, Finance Director)

Mayor England introduced Item IV.A. and advised that City Manager Royle would explain the rules of the workshop.

City Manager Royle advised that there will be public comments for the agenda items only. Any items not on the agenda will not be heard because the Commission is limited to these five topics only. He then introduced Finance Director Douylliez via Zoom.

Mayor England stated how she would like to approach the information provided. She explained that the Commission would first research the pay ranges. She commented that in some of the pay ranges there were outliers, which should not be included in the average pay ranges.

Finance Director Douylliez showed her PowerPoint presentation. She explained the methodology that was used by saying that employees generally do not relocate when looking for a new position; however, they would be willing to drive one hour back and forth to a new position for better pay and benefits. She remarked that managers may relocate for a better position, but not the regular worker usually. She commented that the cities in the Commission's book that were selected were one hour from our City and those salaries were

used to analyze the pay ranges. She went over the Commissioner's and the managers' positions and average pay and how they were calculated. She explained that the City Clerk's position was a hybrid position because the City Clerk also is the Human Resources Director and Risk Manager currently and weighted each position as the City Clerk 50%, Human Resources Director at 25%, and Risk Manager at 25% to come up with a hybrid number for pay ranges. She identified what regular positions were below the \$15 an hour rate, which the State of Florida requires employees to make \$15 an hour by 2026 and how she was increasing the pay so by January 1, 2026 they would be making \$15 an hour. She advised that if the City does step increases every year, all the regular positions under \$15 an hour would be up to state mandate as required. The Deputy City Clerk should have an increase because she is not in the pay ranges and suggested that the City bring this position up to the first step in the ranges at a one-time cost of \$1,183.43.

Mayor England asked if there was only one employee who would be less than minimum in the new pay ranges.

Finance Director Douylliez advised in the regular position categories, yes, but that does not include the Police Department. She commented that the Police Department has six Police Officers who do not meet the minimum new salary ranges.

Commissioner George asked how the \$15 an hour is calculated. She asked if it is calculated to regular time only or does it include time off.

Finance Director advised that the calculation is 2080 hours a year and that includes vacation time. She explained that the state standard would be the full 52 weeks. She then explained the Police Department's salary ranges. She commented that local agencies such as the St. Johns County Sheriff's Department and the City of St. Augustine have increased their Police Officers' salaries to attract more officers and explained that the calculations for beginning Police Officers should be on step one at \$42,000 and it would be a \$20,992 cost to the City.

Mayor England advised that she thought the new employees were above the first step rate, even for proposed minimum for FY 2022.

Finance Director Douylliez advised not within the Police Department. She asked if Interim Police Chief Carswell could answer that.

Interim Police Chief Carswell advised that until they pass their Field Training and Telecommunications Training and are released on their own, they start under \$40,000.

Finance Director Douylliez advised currently the officers start at \$40,700.93 and staff is requesting to bring them up to \$42,000 to be in line with the other local agencies.

Commissioner George advised that this increase would be based on the new pay scale.

Finance Director Douylliez said yes, the officers are not currently making what a starting officer would make in other agencies. She advised this would help with succession planning. She continued to say that her last slide was her proposals. She commented that she felt the Commissioners' salaries should be reviewed and requested that the Commission put this item on the agenda for April and make the changes in FY 2022 budget. She advised also that there

are two managers who are not on the new pay scales and that should be discussed regarding succession planning for the future. She advised that when the Finance Director position was opened, the applicants were looking for significantly higher pay.

Mayor England advised that some positions have outliers and should not be included in the analysis. She asked the Commission if they agreed to delete the outliers.

Commissioner George asked why the counties were included in this analysis because it is not relevant to the tasks of a smaller city and the employee oversight is lower in a small city. She advised that positions like Service Workers or Equipment Operators could be included, but not the upper positions.

Mayor England agreed.

Vice Mayor Samora agreed with Commissioner George. He asked how many managers fall outside of the new pay ranges.

Finance Director Douylliez advised only two, the Finance Director and IT Manager.

Vice Mayor Samora asked what the overall budget impact would be if the recommendation would be adopted.

Finance Director Douylliez advised that there would be an increase of \$20,992 for the six Police Officers, an increase for the Deputy City Clerk of \$1,183.43. She explained that the rest of the employees fall within the ranges. She advised that the new step plans are roughly three percent each year and whatever the COLA is each year. The only significant adjustments would be the \$22,000 to the FY 2022 budget.

Mayor England agreed with bringing the new Police Officers up to the new hire rate to be competitive but explained that through her experience with the banking industry she had to review salaries every year because long-term employees could get behind from the new employees coming into the industry to be competitive. She explained that it can be expensive to maintain everyone's salary fairly. She asked to delete from the analysis the counties, the City of Jacksonville, or other odd salaries, high or low, within a position. All positions should be reviewed for outliers.

Finance Director Douylliez asked if it should be done for just the managers or all employees.

Mayor England advised she thought all the positions should be done.

Commissioner Rumrell asked whether the change should be by population or salary range.

Mayor England advised she would like the salary range to be adjusted.

Commissioner George advised that counties have different set of job tasks and oversight and agreed to remove the City of Jacksonville and the counties.

Finance Director Douylliez advised that she would remove the City of Jacksonville, St. Johns County and Flagler County.

Vice Mayor Samora advised that if there are low outliers like Beverly Beach, take them out as well.

Finance Director Douylliez advised that she would rework the numbers and bring it to the April 5, 2021 Regular Commission meeting.

Commissioner George asked if the Police Department increase included the salary and benefits.

Finance Director Douylliez advised that the salary was what the approximate \$22,000 includes. She also advised that the City would have to pay more taxes and Florida Retirement System benefits with the increase.

Commissioner George asked for a cost impact analysis for the other positions. She asked to cover how the new pay ranges would be handled, such as, over time or in one lump sum.

Finance Director Douylliez advised that that would be up to the Commission how they want to handle the increases. She advised that for the Police Officers and the Deputy City Clerk increases of the \$22,000 there would be more taxes to be paid by the City and to the Florida Retirement Plan, but not to any other employees. She remarked that the Commission would have to decide if they want to give those positioning increase over a period of time or in a lump sum. She explained that during the budget cycle when all is decided, the Commission could then decide on a lump sum or over a period of time.

Mayor England advised when pay ranges are granted, usually the positions that are under the pay range should be increased first and then employees who are below mid-point, they are be increased next, instead of an employee who is at the maximum and in the 4th percentile. Each department should follow this scenario and not give the same step amount to everyone.

Vice Mayor Samora advised that there were three recommendations that were made by staff. One that was not discussed is whether to increase the salary of the Commission. He asked the Commission's thoughts on a salary increase.

Commissioner Rumrell advised that he appreciates the time and effort that the Commissioner do for the City and it is on top of their regular positions in the City; he does not support a pay increase for the Commission.

Mayor England advised that she would support the Commission's decision, but the Mayor should not get an increase.

Commissioner George advised that the Mayor position puts in more time than the Commissioners and should get an increase in salary because it is justified. She explained that she has been an advocate of a salary increase for a long time. She remarked that unless you have resources, you cannot afford this job. It is not fair to future Commissions to put them in the same position. We have staff telling the Commission what their salaries should be so why is it any different for the Commission. She would like a policy to have an increase in place to do the Commission job.

Mayor England asked how many years it has been since an increase.

Commissioner George advised that the people voted to allow the Commission to set a salary for themselves and that vote took place in 2006. No increase has been done since. She advised that she thought running for office for the community was the right thing to do.

Mayor England asked if there were any strong objections to place two items on the April 5th agenda. One would be to have the Commission concern and vote on a reasonable increase for Commissioners and the second would be to discuss whether there should be a cost-of-living increase every year, example one percent.

Commissioner Torres agreed with Mayor England's suggestion.

Vice Mayor Samora advised that there is a consensus that the Commission needs to talk about this further at on April 5th Commission meeting. He asked staff to recommend a maximum, minimum for the Mayor and Commission positions like staff's and based on the salary survey.

Commissioner George asked about if hybrid positions are weighted on the pay scales.

Finance Director Douylliez advised that she weighted them as manager positions at 50% for City Clerk, 25% for HR Director, and 25% as Risk Manager. She explained that City Clerk Raddatz hold three top positions for the City and felt that would be a correct way to analysis it.

Commissioner George advised that she does not agree with the weighted pay scale for sub positions because this is a smaller City and asked what the Commission feels about it.

Finance Director Douylliez advised that when the counties and larger cities are adjusted, it will reduce the City Clerk's pay scale average.

Commissioner George used the City of St. Augustine as a reference and said the City of St. Augustine's City Clerk probably does the same three positions.

City Clerk Raddatz advised that the City of St. Augustine has three different employees for those positions.

Discussion ensued regarding whether the Assistant Public Works Director should have a civil engineer degree.

Public Works Director Tredik advised that in the future after Mr. Gatchell, Assistant Public Works Director, retires he will be discussing bringing a new civil engineer into the Public Works Department.

Finance Director Douylliez advised that Mr. Gatchell falls within a civil engineer's salary, so there is room in the budget to hire a civil engineer.

Public Works Director Tredik advised that in some cities a Public Works Director does not need to be an engineer because that is a separate position within the city. He advised that Mr. Gatchell is a very seasoned Assistant Public Works Director.

Finance Director Douylliez advised that City Clerk Raddatz listed the benefits from all the cities and counties.

Commissioner George advised that the dependent coverage that the City is paying is more than other cities pay. She asked for the information on the City of Palatka.

After looking in the book, City Clerk Raddatz advised that there was a page missing.

Mayor England asked to be consistent with the cities that will be worked up in the upcoming meeting.

Commissioner George asked about the sick time and vacation time for employees.

City Clerk Raddatz advised that on vacation leave the first year the employees received 40 hours, from two to three years they get 80 hours, and it continues to go up as the employee stays with the City.

Finance Director Douylliez stated the vacation and sick leave policy.

Discussion ensued regarding sick time being one day per month with a cap of 960 hours, vacation leave is capped at 240 hours, and giving employees 29 days of compensation per year with sick and vacation leave.

Finance Director Douylliez commented that the Department Heads have had discussions regarding making all sick and vacation leave as Paid Time Off (PTO) and reducing the caps for vacation and sick time.

Discussion ensued regarding employees must bring a doctor's note if sickness is over three days and the employee is counselled if they are continually absent or abusing sick time.

Mayor England opened the Public Comment section. Being none, Mayor England closed the Public Comment section and then moved on to Item VI.B.

B. Restructuring of Building Department (Presenter: Brian Law, Building Official)

Mayor England introduced Item IV.B. and asked Building Official Law to give his report.

Building Official Law explained he wants to restructure the Building and Zoning Department and create a separate division between building and zoning but keeping him as the Building and Zoning Director. He suggested changing the title of the Executive Assistant, Ms. Bonnie Miller, to Planning and Zoning Supervisor, and move Jennifer Thompson, Code Enforcement Officer, to be the Planning and Zoning Supervisor in FY 2022 or 2023. He advised that the Permit Specialist, Ms. Pierotti, has her T6 permit certification and recommends changing Ms. Pierotti's title to Permit Manager. The Permit Technician, Gill Timmons, will be moved to the Code Enforcement Officer position. The Building Inspector, Glenn Brown, will remain in the same position. In FY 2024, Ms. Miller, will become the Permit Technician, which she has agreed with after training Ms. Thompson. He explained that the Building Department cannot use its funds for the Planning and Zoning Department. He showed the revenues have

increased since his hire. A zoning review is needed for a new house or an addition and currently the fee is \$400, where \$250 goes to the Planning and Zoning Department and \$150 goes to the Tree fund. He would recommend that \$350 goes to Planning and Zoning Department, \$50 goes to the Tree Fund because the Planning and Zoning Department must exist.

Commissioner George asked if there was money in the tree fund.

Building Official Law advised yes, during the years it has gone up. He advised that when there are tree fines, 75% of that money also goes into the Tree and Landscape Fund.

Commissioner George asked to know how much is in the Tree Fund and how it has been used over the years.

Building Official Law advised that it is a designated fund and only the Public Works Director can pull from it. He explained that there is a policy on what the Tree Fund can be used for. He commented that three percent of all impact fees that comes in for new development is retained for administrative fees. Development fees are bringing in revenues to the General Fund. The reserves offset the costs of the new position.

Commissioner George asked if the lack of building due to lack of land would decrease the revenues in the future.

Building Official Law advised that revenues still come in with additions, tear down and rebuilds, and swimming pool additions as well. The Planning and Zoning Department needs to exist, and the Building Department has been stretching what it can do by funding Planning and Zoning. He has been trying to separate the two departments for a couple of years now.

Mayor England asked if the Planning and Zoning Department could stand on its own revenues.

Building Official Law advised no. He explained that the costs are over \$100,000. He commented that 50% of his salary is in the Planning and Zoning Department.

Mayor England advised that the General Fund would have to pay what is needed after revenues to the Planning and Zoning Department.

Discussion ensued regarding Building reserves; there needs to be another person on the Planning and Zoning Board; there needs to be a planner and Building Official Law recommended Ms. Thompson; grants can be applied for as well.

Commissioner Torres asked what the other side of the story is because there are always two sides to the story. He asked what a Zoning Director would bring to the City.

Building Official Law advised that the Director would stay the same. He would still be the Director of Building and Zoning. He explained that an assistant would be brought into the Zoning Department because Ms. Miller cannot do all the work and needs help. This is a several year transition. There always will be a need for an assistant.

Mayor England opened the Public Comment section. Being none, Mayor England and closed the Public Comment section and asked if the Commission had any further questions. She then moved on to Item VI.C.

C. History of Police Department Budgets (Presenters: Patricia Douylliez, Finance Director; and Dan Carswell, Police Chief)

Mayor England introduced Item IV.C. and explained that the expenditures and the full-time employees in the budget have been stable but wanted the Commission to know and asked Finance Director Douylliez and Interim Police Chief Carswell to give their reports.

Finance Director Douylliez explained the changes in revenues and expenditures from 2014 – 2021. She commented that the Police Department does generate some revenues with tickets, receiving grants, public records requests, etc.

Mayor England asked how confident the City is going to get back all the money used for the beach patrol.

Finance Director Douylliez advised that the expenses and revenues do not match for beach patrol and meetings have taken place with St. Johns County. She explained that St. Johns County will have to budget more, or they will have to let us know what they want our City to cut in services.

Mayor England requested that St. Johns County pay for the equipment, full-time employees' salary, and benefits because those are hard costs that need to be paid.

Finance Director Douylliez advised that they did have a meeting with St. Johns County two weeks ago and are waiting to hear back from them.

Commissioner Torres asked whether the City has a shared-cost agreement.

Interim Police Chief Carswell advised not that he was aware of.

Mayor England advised that the City is not trying to make money on St. Johns County, but wants to be paid for services that are rendered.

Interim Police Chief Carswell advised that there are two officers on beach patrol now instead of one and that is the difference in costs. He explained that St. Johns County asked the City Police Department to put another officer on the beach due to altercations in the summertime.

Commissioner George asked to reach out to the Sheriff's Department to get a contribution from them as well because we are policing the Sheriff's jurisdiction.

Commissioner Torres advised that a formal agreement needs to be done that outlines everyone's share of the costs. Based on the shared costs, so much is paid by the City and St. Johns County. The City should not be begging St. Johns County for money when they have done the service.

Interim Police Chief Carswell advised that the residents like the City's police force out at the beach and they are working on an answer. He explained that the Sheriff's Office is also asking for money from Beach Services to fund their police officers.

Commissioner George advised that the beach is in the City's and St. Johns County's jurisdiction.

Finance Director Douylliez showed her PowerPoint presentation and advised that during Police Chief Hardwick's term, he was restructuring and working towards accreditation. Currently, the amounts for the last two years have been stable on spending and full-time employees.

Interim Police Chief Carswell showed his PowerPoint presentation for the Police Department's future. He went through all the Police Department's employees and volunteers. In 2012, there were 17 Police Officers and two administrative staff members. After the investigation of the Police Chief prior to Police Chief Hardwick, the Police Department lost seven officers and currently there are 20 Police Officers on staff and three administrative non-sworn officers. The increase in staff was only three officers. The increases in the budget were for fencing in the Police Department headquarters for accreditation and purchasing all new rifles because they were not functioning correctly. He showed that the Police Officers do pay for taking home their vehicles and no vehicles are allowed out of St. Johns County. Vehicles should be changed every two years and will have to exchange them again in a couple of years. There were 14,000 calls for service this year. They help the Sheriff's Department, and they help the City with backups as needed on specialty units. There have been 20 stress swimming rescues and over 4,000 service calls on the beach.

Vice Mayor Samora asked if the Police Department has the right vehicles and equipment to do swimming rescues.

Interim Police Chief Carswell advised yes, the Police Officers have physical swim training, lifeguard training, and equipment is in their cars. They have ropes and vests in their cars. He explained that the City is responsible for Ocean Trace to Pope Road in patrolling the beach front. He advised that Beach Services has received in FY 2020, 35,000 beach passes, which is over \$520,000 in fees that came in the City's gates. Traffic has increased 20 percent to 30,000 vehicles in the City. There are 200 traffic accidents a year that the City Police Officers take care of, which are labor intensive. The Sheriff's Office comes out for traffic homicides because the City does not have specialty units. The administrative staff take 150 walk-in clients and approximately 400 telephone calls a month. There is a new incident reporting system that the administrative staff inputs. There are at least ten public records requests daily. Social media and scheduling training are done by the administrative staff.

Commissioner Rumrell asked if the Communications and Events Coordinator is helping with their social media.

Interim Police Chief Carswell advised that they are working on doing that. He mentioned several events that are handled by the Police Department annually. Additional services are house / business checks when residents are out of town; CHECKS program reach out to the seniors and check on them to see if they need any services such as food, shelter, and evacuation from hurricanes; Operation Lockup is to lock car doors if they are open and

educate the owner on not making themselves vulnerable; Kilo Presents for Pets, where citizens come in and give toys for the pet shelters in the area; WAVE, self-defense for women; and COA Lawn Care, volunteers go mow lawns for the elderly in the area. The future plans are to maintain agency accreditation, maintain the vehicle fleet, implementation of body cameras, and replacement of tasers. He advised that the vehicles need to be replaced every two years. There will be a meeting with the City of St. Augustine regarding the implementation of body cameras and how well they work. He needs to replace all the tasers by 2023 because they have reached their end date. He explained that he can bundle the tasers and the body cameras together, but it would cost approximately \$210,880, or to replace the tasers alone it would be \$61,160 after negotiations. He explained that there are no grants at this time for this equipment.

Mayor England asked about the end date for the tasers and body cameras.

Interim Police Chief Carswell advised that they have a shelf life for five years and the company replaces them every two years. The company would take care of replacements or faulty equipment. The Police Department would own the tasers after one year, so if the Police Officers did not like the equipment, they could sell it back to the company. Every 2 ½ years the equipment is upgraded and would be a continual package. It would be a five-year commitment. He explained that he would not be doing this with the Sheriff's Office because of the licensing and software issues. The City of St. Augustine Police Department and our City could order some equipment together, but it would not be a large cost savings.

Mayor England advised that because of the costs of tasers and body cameras do you believe that the Police Department spending would become stable again.

Interim Police Chief Carswell advised yes ma'am.

Commissioner Rumrell asked if they have asked the Florida Chiefs' Association or Florida Sheriffs' Association if they are purchasing the same equipment to see if there was buy in that could be done.

Interim Police Chief Carswell advised no sir, but he will check with the Florida Chiefs' Association.

Mayor England thanked him for the information and the outreach to the community. The City does so much on their own.

Interim Police Chief Carswell advised that there will be two vehicles needing replacement next year. He advised that the set standard for law enforcement is five years.

Mayor England asked how many vehicles the City has.

Interim Police Chief Carswell advised that they have a few pool vehicles.

Mayor England advised that she counted 27 vehicles. She advised that she counted more police vehicles than full-time employees.

Interim Police Chief Carswell advised that he is working with the Finance Director on surplus some of the vehicles.

Vice Mayor Samora asked if there will be any Public Safety Officers.

Interim Police Chief Carswell advised that Public Safety Officers are volunteers and with the cost of the uniforms and training it was too much for this budget.

Mayor England opened the Public Comment section. Being none, Mayor England closed the Public Comment section. Being none, Mayor England moved on to Item VI.D.

D. Asset Repairs and Replacement (Presenter: Patricia Douylliez, Finance Director)

Mayor England introduced Item IV.D. and asked Finance Director Douylliez to give her report.

Finance Director Douylliez explained that at the last Regular Commission meeting she was requested to look at the capital assets and the replacements needed going forward. Department Heads provided her with a list for the next 5-year repairs or replacements. She also provided a detailed listing of the assets.

Mayor England advised that she counted 33 vehicles in the Public Works Department and 27 vehicles in the Police Department but did not have an accounting of the Administration or Building Department. She asked if there were any government leasing programs.

Finance Director Douylliez advised that we do lease vehicles and by the finish of the lease, the vehicles belong to the City to surplus. The department would research whether it would be better to lease or buy vehicles.

Mayor England asked if there was a policy on the number of years to keep a vehicle.

Finance Director Douylliez advised there was not a policy. It would depend on the use of the vehicle and what the vehicle was being used for.

Public Works Director Tredik advised that in his department vehicles should be rotated every ten-years. He explained that he has stretched it longer due to budget downfalls. He would like garbage trucks to be replaced every ten years. Maintenance is costing a lot.

Mayor England asked if there were any maintenance policies like Car Shield.

Public Works Director Tredik advised that he was not aware of any and the vehicles are used heavily. The City's garbage and dump trucks are getting very old.

Finance Director Douylliez advised that they are some grants for equipment but not for vehicles.

Mayor England advised that the IT equipment needs to be updated.

Commissioner Torres explained that he brought up the public parking on A1A Beach Boulevard and A Street and he does not see where it is listed on the Public Works Department projects.

Public Works Director Tredik advised that there are several public parking paving projects, but he would have to go back to the detail sheet. He explained that the Commission would have to make that decision on priorities during the budget season.

Commissioner George advised that this meeting is informational only and the budget meeting will do the priorities.

Commissioner Torres advised that the City is better than the public parking at Jack's BBQ.

Discussion ensued regarding paving the parking lot would limit the number of spaces; it would not hurt Jack's BBQ parking spaces; how the parking lot is an eyesore; trying to get the most parking the quickest in the City; and this item coming forward during the budget process.

Commissioner Rumrell asked how the public private parking work.

Building Official Law advised that the Zoning Department would not take action against Jack's BBQ because he is grandfathered in; however, any new establishment would not be entitled to public parking for their establishment. Under Chapter 6 of the development code the new establishment would have to provide onsite parking. He advised that the City is under no obligation to provide parking for a private business.

Commissioner Rumrell advised that when the A Street project comes to life he would like when some parking spots are lost, other area parking is gained.

Public Works Director Tredik agreed.

Vice Mayor Samora advised that he was looking forward to seeing a ranking of the projects, the costs associated, the benefits for the projects, and whether there will be lost or gained parking spaces.

Mayor England opened the Public Comment section. Being none, Mayor England closed the Public Comment section. Being none, Mayor England moved on to Item VI.E.

E. Succession Planning (Presenters: Max Royle, City Manager, and Department Heads)

Mayor England introduced Item IV.E. and asked City Manager Royle to give his report.

City Manager Royle explained that the separation in this City is unique regarding the Police Department and the non-law enforcement. He advised that the Police Department has handled well their succession planning internally. Interim Police Chief Carswell has his Commander as did all the other Police Chiefs in the City. He commented that five Department Heads report to the City Manager, the City Clerk, Finance Director, Building Official, Public Works Director and Information Technology Manager. He commented that he outlined his thoughts for the Department Heads secession planning. The City Clerk has the Deputy City Clerk, but she lacks her Certified Municipal Clerk certification and if she obtains that and

develops some other skills, she would be considered for the City Clerk position if City Clerk Raddatz retires. The Finance Director is looking for a full-time Financial Assistant whom she can groom to become the Assistant Finance Director. When Finance Director Douylliez leaves on a temporary or permanent absence, the Assistant Finance Director would take her place. The Building Official succession planning is difficult because there are not many people who have his certifications and skills such as Flood Plain Management and Land Use Planning. It has been the same way since 1989. There was an Assistant Building Official but when the recession came, the City had to let him go and never replaced the position. If the current Building Official leaves, the City Manager would advertise and get a new Building Official or the City would have to go to a private company, which can be very expensive. If the City hired a private company, then there would have to be a Planning Director full-time for an additional cost. The Information Technology Department has an IT Specialist which could fill the IT Manager's position if needed. The Public Works Director is asking for a Public Works Director Assistant who has his / her engineering degree and be trained to fill Mr. Tredik's position. He would have to advertise for the Public Works Director Assistant if approved. He commented that every department has a succession plan. He advised that the Police Chief has been advertised for in the past and there was a Citizens' Committee who met to recommend to the Commission. He advised that could be done again. When Chief Hedges resigned, a research firm was hired, and the Commission picked Police Chief Hardwick. The firm did all the research, advertised the position, reviewed candidates, and selected six candidates for the Commission approval. He advised that Interim Police Chief Carswell will be discussed whether to promote within on the April 5, 2021 Regular Commission meeting. He commented that in the City Manager's case, the Commission may choose a subordinate Department Head or do a nationwide search. He advised there are many ways of getting someone for the City Manager or Chief of Police position, such as hiring a firm, do a nationwide search, have search firm, Citizens' Committee, etc. He stated for a temporary leave of the City Manager the City Charter has a provision that he would nominate someone on a temporary bases and then the Commission can approve it, or the Commission could select someone else. He advised that the Commission could leave it open-ended or if something happened to the City Manager the Commission would have to decide. The Department Heads work well together, and they know what goes on in the City and there is enough information that the Commission receives that they could make decisions.

Commissioner George asked if City Manager Royle has executed a letter to name your replacement temporarily and if so where is it.

City Manager Royle advised that when he knows he would be out temporarily, then he would write the letter of the designee. The problem with selecting someone now is that person may not be here in the future.

Commissioner George advised that the designation is like a living document and could be changed at any time.

Commissioner Rumrell advised that he agrees with Commissioner George and the City Manager should have the document in place. He advised that the institutional knowledge that the City Manager has can never get back and having staff to shadow the City Manager is a plan to help if something would happen.

City Manager Royle said if he designated someone and then the Commission does not want the person, that could be a problem with morale.

Mayor England advised she agrees with the Commission. She said that maybe the person should not be made public, but someone should be designated.

City Manager Royle advised that once he writes it and it is stored in the building it is a public document. He advised that he has a concern that the Commission will not approve them and there would be a morale problem with staff if the Commission does not feel that the member, he selected can be the Acting City Manager. He advised that the Commission could designate someone at an emergency meeting if something happened. The other point is what procedure does the Commission want in place to hire a Police Chief or City Manager.

Mayor England advised that the Police Department already has a high hierarchy. The Commission may decide that a permanent policy on how to hire the City Manager or the Police Department because it would depend on the circumstances.

Commissioner George advised that a future Commission could change the policy anyway so it would not matter.

Commissioner Torres agreed with not setting policy because it would depend on the situation. He encouraged the Commission to talk with City Manager Royle to have a frank conversation with him.

Vice Mayor Samora advised that he is not concerned about an orderly transition. He explained that City Manager Royle did a nice job on who would take over for the Department Heads. He advised that he would like to see what can be done if the Building Official leaves. He explained that he is disappointed because he feels that City Manager Royle is dodging the question. He advised if City Manger Royle would have to take a two-week vacation and all communication was cut off, what happens. He advised that for three years this question has been proposed to the City Manager.

City Manager Royle advised that he was never asked who was to take over for him.

Vice Mayor Samora advised it was implied with the succession planning. He commented that City Manager Royle knew enough to succession plan for all the Department Heads and remarked that he needs that from the City Manager.

City Manager Royle advised that it brings it back to designating someone, which he is concerned who be a problem.

Vice Mayor Samora advised that the Commission is ill-equipped that if something happens to the City Manager.

City Manager Royle commented that the Commissioners are all intelligent people and are not ill-equipped to deal with his absence.

Commissioner George advised that Vice Mayor Samora is concerned that the duties of the City Manager will not be done during the interim time he is out. She advised that several

managers could take part of the duties to complete all the City Manager's duties in an emergency.

Commissioner Torres advised that the Commission does not have to put City Manager Royle through this. He again encouraged the Commissioners to have a frank conversation with the City Manager. He advised that the Commission should not do this in public form.

Mayor England advised that City Manager Royle has not taken a vacation in years and is entitled to one. She asked what City Manager Royle would do if he had to go on a two-week vacation.

City Manager Royle advised that he would complete the requirement of the City Charter and give the Commission a letter on whom he would designate.

Vice Mayor Samora advised that it does not give him any comfort. He requested to know who would perform the City Manager's daily duties.

City Manager Royle asked the Commission to trust him judgement that the person he designated could do the job.

Vice Mayor Samora asked what happens if the City Manager does not have a chance to designate someone. He advised that City Manager Royle is reluctant to designate someone because it becomes a public record.

City Manager Royle advised that he is not reluctant but is pointing out if the Commission does not like that staff member, then he has a morale problem with staff. He said that the City is small, intense organization.

Vice Mayor Samora advised that the City depends on City Manager Royle and if the City Manager is not here tomorrow the City needs to continue functioning.

City Manager Royle advised he could assure the Commission that the Commission will have no problems continuing with the City. The five Commissioners will designate someone in-house or outside the City government. The details of the City Manager's job are all spelled out in documents that the Commission receives monthly.

Mayor England asked if the City Manager goes on vacation or an extended leave everything will carry on, but one person would be in charge to make sure everything is being done. She asked if that would cause a morale problem.

City Manager Royle advised no; it would only cause a morale problem if the Commission does not accept the person recommended.

Commissioner George said to appoint the Mayor.

Commissioner Rumrell advised that regardless of who the City Manager selects the Commission has the right to say yes or no. He advised that it is a moot point on who the City Manager selects because the Commission can select who the Commission wants. He explained knowing that the City Manager selected a person and trust would be important for

the Commission to know. The Commission at the time this happens would have the opportunity to look at the suggestion and decide.

City Manager Royle advised he understands. He commented that he did take a vacation with Mayor Snodgrass was here. He advised that high corporate positions do not usually take vacations.

Mayor England advised that is true but may require to take off sometimes. In the banking industry employees need to be away from the office for five days for insurance purposes. She then asked for any questions from staff.

Building Official Law asked whether he was supposed to do the realignment fee structure for the Zoning Department and whether to bring it up at the April 5th Regular Commission meeting.

Commission advised that they could not vote on that item at this workshop and to bring it back in the future.

Mayor England opened the Public Comment section. Being none, Mayor England closed the Public Comment section and asked if the Commission had any further questions.

Mayor England moved on to Item V.

V. DIRECTION TO STAFF REGARDING DECISIONS TO BE MADE AT FUTURE COMMISSION REGULAR MEETINGS

No direction was given.

VI. ADJOURNMENT

Mayor England asked for a motion to adjourn.

Motion: to adjourn to meeting. **Moved by** Commissioner George, **Seconded by** Commissioner Rumrell. Motion passed unanimously.

Meeting was adjourned at 8:38 p.m.

A handwritten signature in blue ink, reading "Margaret England", written over a horizontal line.

Margaret England, Mayor

Attest:

A handwritten signature in blue ink, reading "Beverly Raddatz", written over a horizontal line.

Beverly Raddatz, City Clerk