



## **CITY OF BELLE ISLE, FL**

### **CITY COUNCIL WORKSHOP**

Held in City Hall Chambers 1600 Nela Avenue Belle Isle FL

Held the 1st and 3rd Tuesday of Every Month

Tuesday, May 16, 2023 \* 6:30 PM

### **AGENDA**

#### **City Council Commissioners**

Nicholas Fouraker, Mayor

Vice-Mayor – Jim Partin, District 7

District 1 Commissioner – Ed Gold | District 2 Commissioner – Anthony Carugno | District 3 Commissioner – Karl Shuck | District 4 Commissioner – Randy Holihan | District 5 Commissioner – Beth Lowell | District 6 Commissioner – Stan Smith

Welcome to the City of Belle Isle City Council meeting. Agendas and all backup material supporting each agenda item are available at the City Clerk's office or the city's website at [www.belleislefl.gov](http://www.belleislefl.gov). Workshops are working sessions and may not allow for public comment. Order and decorum will be preserved at all meetings. Personal, impertinent, or slanderous remarks are not permitted. Thank you for participating in your city government.

#### **1. Call to Order and Confirmation of Quorum**

#### **2. New Business**

- [a.](#) Proposed Lot Split - Wyndham Gardens 2635 McCoy Road (15 minutes)
- [b.](#) 2023 Legislature - SB 774 Proposed Ethics Filing Requirements
- [c.](#) Meeting Protocol - Rules of Council and Rosenberg's Rules of Order
- [d.](#) Budget Advisory Committee Role and Duties
- [e.](#) RFP 2023-06 Staffing Model Analysis
- [f.](#) Reallocation of ARPA Funds - Budget Amendments

#### **3. Unfinished Business**

- a. Discussion on CCA Lighting and Noise Concerns

#### **4. Adjournment**

**CITY OF BELLE ISLE, FLORIDA  
CITY COUNCIL AGENDA ITEM COVER SHEET**

a.

**Meeting Date:** May 16, 2023

**To:** Honorable Mayor and City Council Members

**From:** Interim City Manager Grimm

**Subject:** Proposed Lot Split- 2635 McCoy Road

**Background:** This application requests one lot, Wyndham Garden Hotel 2635 McCoy Road, to be split into two commercial lots and the easement between the proposed Wyndham Garden future hotel. A variance is being sought in June/July for consideration.

The attachment items are:

- Lot Split Blanket Easement Sketch
- Lot Split survey sketch and legal description
- Lot Split easement agreement
- Title Opinion

J.D. Eligetti, Owner

John J. Herbert III, PE, American Civil Engineering Company

Randall Smith, Esquire (407) 599-0002

<b>Staff Recommendation:</b>	Presentation only.
<b>Suggested Motion:</b>	<b>For Council review and consideration at a future meeting.</b>
<b>Alternatives:</b>	TBD
<b>Fiscal Impact:</b>	TBD
<b>Attachments:</b>	Application Attachments



**WALSH BANKS**  
— LAW —  
BUSINESS - REAL ESTATE - FRANCHISE

a.

PO Box 2271, Orlando, Florida 32802

April 27, 2023

**VIA ELECTRONIC & FIRST CLASS MAIL**  
**PLANNER@BELLEISLEFL.GOV**  
City of Belle Isle, Florida  
Attention: Raquel Lozano, Planning Division  
1600 Nela Avenue  
Belle Isle, Florida 32809

Re: Title Opinion - Legal Description set out in Exhibit A (the  
"Property"). Also known as a portion of 2635 McCoy Road, Orlando  
32809, and a portion of Parcel ID No. 30-23-30-0000-00-005

Dear Sir or Madam:

This opinion letter is furnished to the City pursuant to F.S. §177.041(2) or other statutory provision requiring a title opinion. I am an attorney duly licensed to practice before the Florida Supreme Court.

Based upon a title examination undertaken by Old Republic National Title Insurance Company, File No. 23043340, record title to the Property is vested in Thirumala Hotels LLC, a Florida limited liability company. The legal description represents the portion of the overall tract to be split off into a new tax parcel as shown by survey dated April 27, 2023 by KLE Surveying and Mapping, Inc. Project No. 546 JDE 002. Once the lot split is completed, the Property is expected to be conveyed to Avigna Hotels LLC, a Florida limited liability company.

The subject parcel is encumbered by the following mortgages and related instruments:

1. Mortgage and Security Agreement executed by Thirumala Hotels LLC, a Florida limited liability company, in favor of Truist Bank, a North Carolina banking corporation, in the original principal amount of \$8,000,000.00, dated December 13, 2019, recorded December 17, 2019, in O.R. Instrument No. 20190787661, Public Records of Orange County, Florida.
2. Collateral Assignment of Leases, Rents and Profits executed by Thirumala Hotels LLC, a Florida limited liability company, and Truist Bank, a North Carolina banking corporation, dated December 13, 2019, recorded December 17, 2019, in O.R. Instrument No. 20190787662, Public Records of Orange County, Florida.

City of Belle Isle, Florida  
April 27, 2023

Page Two

3. UCC-1 Financing Statement of Thirumala Hotels LLC, Debtor, in favor of Truist Bank, Secured Party, recorded December 17, 2019, in O.R. Instrument No. 20190787664, Public Records of Orange County, Florida.

Very truly yours,



Randall C. Smith

cc: Thirumala Hotels LLC



## EXHIBIT A

Commence at the Southeast corner of Government Lot 5, Section 30, Township 23 South, Range 30 East, Orange County, Florida, run thence South 89 degrees 42 minutes 04 seconds West along the South line of Government Lot 5, a distance of 60 feet; thence North 00 degrees 04 minutes 04 seconds East a distance of 200 feet; thence, to a point on the North right-of-way line of McCoy Road (S.R. #528), thence North 89 degrees 42 minutes 04 seconds East a distance of 100 feet, along the said North right-of-way line of McCoy Road (S.R. #528), to the Point of Beginning; Thence continue North 89 degrees 42 minutes 04 seconds East, along the said North right-of-way line of McCoy Road (S.R. #528), a distance of 50.00 feet; Thence continuing along said North right-of-way, run South 03 degrees 01 minutes 09 seconds West, a distance of 27.58 feet; thence South; Thence continuing along said North right-of-way, run, North 87 degrees 52 minutes 02 seconds West, a distance of 448.98 feet, to the Point of curvature of a curve concave southerly having A Radius of 2952.79 feet, run Westerly along the arc of said curve through a central angle of 01 degrees 54 minutes 20 seconds a distance of 98.20 feet to a point; thence leaving said curve run North 00 degrees 02 minutes 31 seconds East a distance of 487.87 feet; thence run North 00 degrees 02 minutes 31 seconds East a distance of 487.87 feet; thence North 07 degrees 28 minutes 57 seconds West a distance of 81.82 feet; thence South 21 degrees 00 minutes 51 seconds East, a distance of 43.64 feet; thence South 68 degrees 59 minutes 09 seconds East, a distance of 135.92 distance; ; thence South 69 degrees 51 minutes 34 seconds East, a distance of 52.21 distance; thence South 72 degrees 49 minutes 29 seconds East, a distance of 121.78 distance; thence South 77 degrees 00 minutes 29 seconds East, a distance of 123.38 distance; thence South 81 degrees 11 minutes 29 seconds East, a distance of 123.66 distance; thence South 85 degrees 35 minutes 29 seconds East, a distance of 36.87 distance; thence South 00 degrees 00 minutes 51 seconds West, a distance of 108.58 distance, to the Point of Beginning.

Containing 112,038 More or Less Square feet / 2.57 More or Less Acres.

## Sketch of Descriptions

**Legal Descriptions:  
See Sheet 2 of 7**

LINE TABLE		
LINE	LENGTH	BEARING
L1	43.64'	S21°00'51"W
L2	81.82'	S07°28'57"W
L3	147.98'	S00°13'38"W
L1	43.64'	N21°00'51"E
L2	81.82'	N07°28'57"E
L3	147.98'	N00°13'38"E

(PARCEL 1)  
(PARCEL 1)  
(PARCEL 1)  
(PARCEL 2)  
(PARCEL 2)  
(PARCEL 2)

CURVE TABLE					
CURVE	RADIUS	DELTA	ARC	CHORD	CHORD BEARING
C1	2952.79'	8°36'48"	443.89'	443.47'	S87°49'34"W
C2	2952.79'	6°42'14"	345.49'	345.29'	S86°52'31"W
C3	2952.79'	1°54'20"	98.20'	98.20'	N88°49'12"W

### A B B R E V I A T I O N      L E G E N D :

P.R.M. - PERMANENT REFERENCE MONUMENT	C.M. - CONCRETE MONUMENT	EL. - ELEVATION	CONC. - CONCRETE	W.M. - WATER METER
P.O.C. - POINT OF COMMENCEMENT	P.B. - PLAT BOOK	A/C - AIR CONDITIONER	C.L.F. - CHAIN LINK FENCE	F.H. - FIRE HYDRANT
P.C. - POINT OF CURVATURE	Pg. - PAGE	TYP. - TYPICAL	W.F. - WOOD FENCE	N & D - NAIL AND DISC
P.R.C. - POINT OF REVERSE CURVATURE	N.R. - NON-RADIAL	U.E. - UTILITY EASEMENT	C & G - CURB & GUTTER	B.M. - BENCH MARK
P.C.C. - POINT OF COMPOUND CURVATURE	RAD. - RADIAL	D.E. - DRAINAGE EASEMENT	CATV - CABLE TELEVISION RISER	P.V.M.T. - PAVEMENT
P.T. - POINT OF TANGENCY	R. - RADIUS	F.F. - FINISHED FLOOR	TELE - TELEPHONE RISER	F.B. - FIELD BOOK
P.I. - POINT OF INTERSECTION	L. - ARC LENGTH	B.S. - BUILDING SETBACK	TRANS - TRANSFORMER PAD	M.H. - MANHOLE
P.C.P. - PERMANENT CONTROL POINT	Δ - DELTA	C.B.S. - CONCRETE BLOCK STRUCTURE	L.P. - LIGHT POLE	(A) - ACTUAL
P.O.L. - POINT ON LINE	R.P. - RADIUS POINT	(P) - PLAT	P.P. - POWER POLE	I.D. - IDENTIFICATION
C.B. - CHORD BEARING	R/W - RIGHT-OF-WAY	(M) - MEASURED	EM - ELECTRIC METER	FND - FOUND
T.B. - TANGENT BEARING	CL - CENTER LINE	(C) - CALCULATED	R/W - RIGHT OF WAY	EOP - EDGE OF PAVEMENT

### Survey Notes:

1. "NOT VALID WITHOUT THE SIGNATURE AND THE ORIGINAL RAISED SEAL OF A FLORIDA LICENSED SURVEYOR AND MAPPER".
2. BEARINGS SHOWN HEREON ARE RELATIVE TO THE OF GOVERNMENT LOT 5, SECTION 30, TOWNSHIP 23 SOUTH, RANGE 30 EAST, ORANGE COUNTY, FLORIDA AS BEING S89°42'04"W AS SHOWN (PER THE DESCRIPTION).
3. THE "LEGAL DESCRIPTIONS" SHOWN HEREON WERE WRITTEN BY THIS SURVEYOR PER THE CLIENTS REQUEST.
4. UNLESS OTHERWISE NOTED, ALL RECORD INFORMATION SHOWN HEREON IS BASED ON INFORMATION CONTAINED IN THE COMMITMENT FOR TITLE INSURANCE BY OLD REPUBLIC NATIONAL TITLE INSURANCE COMPANY, COMMITMENT FILE NO. 23043340, EFFECTIVE DATE April 19, 2023 AND WAS PROVIDED BY THE CLIENT.
5. ACCORDING TO THE NATIONAL FLOOD INSURANCE PROGRAM, FLOOD INSURANCE RATE MAP (FIRM) COMMUNITY PANEL NO. 12105C0560H EFFECTIVE DATE: DECEMBER 22, 2016 THIS PROPERTY LIES IN ZONE "X" LYING OUTSIDE THE FLOOD ZONE.
6. ALL BEARINGS AND DISTANCES SHOWN HEREON ARE PER THE DESCRIPTION AND ARE CORRECT AND IN AGREEMENT WITH THE FOUND AND SET MONUMENTS AS MEASURED IN THE FIELD UNLESS OTHERWISE NOTED.
7. NO UNDERGROUND UTILITIES, FOUNDATIONS OR IMPROVEMENTS, IF ANY, HAVE BEEN LOCATED EXCEPT AS SHOWN.
8. THIS IS NOT A BOUNDARY SURVEY IT IS A SKETCH OF DESCRIPTIONS AND BASED ON A BOUNDARY SURVEY DONE BY THIS FIRM ON APRIL 27, 2023.

### Surveyor's Certification:

I hereby certify that the attached "Sketch of Descriptions" of the hereon-described property is true and correct to the best of my knowledge, information and belief as done under my direction on April 27, 2023. I further certify that this "Sketch of Descriptions" meets the minimum technical standards set forth in chapter 5J-17 of the Florida Administrative

04/27/23

W. C. Elliott, P.S.M.  
Professional Surveyor and Mapper  
Florida Registration No. 5599

Project No. 546-JDE-002  
Dwg file: 546-JDE-002

**NOT VALID WITHOUT SHEETS 1 - 9**

DRAWN: WCE APPROVED: WCE DATE: 04/27/23 SCALE: N/A	<b>Sketch of Descriptions</b> Thirumala Hotels LLC, a Florida limited liability company 2635 McCOY ROAD SECTION 30, TOWNSHIP 23 SOUTH, RANGE 30 EAST, ORLANDO, ORANGE COUNTY, FLORIDA	 <b>KLE Surveying &amp; Mapping, Inc.</b> 153 Sir Topaz Lane North Lake Mary, FL 32746 (407) 402-2331 License Business # 7899	SHEET <div style="font-size: 2em; font-weight: bold;">1</div> OF 9
---	--	---	--

## **Sketch of Descriptions**

### **Legal Descriptions:**

PARCEL 1:

Commence at the Southeast corner of Government Lot 5, Section 30, Township 23 South, Range 30 East, Orange County, Florida, run thence South 89 degrees 42 minutes 04 seconds West along the South line of Government Lot 5, a distance of 60 feet; thence North 00 degrees 04 minutes 04 seconds East a distance of 200 feet; thence, to a point on the North right-of-way line of McCoy Road (S.R. #528), thence North 89 degrees 42 minutes 04 seconds East a distance of 100 feet, along the said North right-of-way line of McCoy Road (S.R. #528); Thence continue North 89 degrees 42 minutes 04 seconds East, along the said North right-of-way line of McCoy Road (S.R. #528), a distance of 50.00 feet; Thence continuing along said North right-of-way, run South 03 degrees 01 minutes 09 seconds West, a distance of 27.58 feet; thence South; Thence continuing along said North right-of-way, run, North 87 degrees 52 minutes 02 seconds West, a distance of 448.98 feet, to the Point of curvature of a curve concave southerly having A Radius of 2952.79 feet, run Westerly along the arc of said curve through a central angle of 01 degrees 54 minutes 20 seconds a distance of 98.20 feet to the Point of Beginning; Thence continue along the said North right of way, also being said curve having A Radius of 2952.79 feet, run Westerly along the arc of said curve through a central angle of 06 degrees 42 minutes 14 seconds a distance of 345.49 feet to a point; thence leaving said curve run North 00 degrees 02 minutes 31 seconds East a distance of 487.87 feet; thence run North 00 degrees 02 minutes 31 seconds East a distance of 487.87 feet; thence run South 68 degrees 58 minutes 09 seconds East a distance of 119.92 feet; thence run South 00 degrees 01 minutes 12 seconds East a distance of 53.58 feet; thence run South 68 degrees 59 minutes 09 seconds East a distance of 277.88 feet; thence run South 21 degrees 00 minutes 51 seconds East a distance of 43.64 feet; thence run South 07 degrees 28 minutes 57 seconds East a distance of 81.82 feet; thence run South 00 degrees 13 minutes 38 seconds East a distance of 147.98 feet, to the point of beginning.

Containing 128,838± Square feet / 2.96 ± Acres.


PARCEL 2:

Commence at the Southeast corner of Government Lot 5, Section 30, Township 23 South, Range 30 East, Orange County, Florida, run thence South 89 degrees 42 minutes 04 seconds West along the South line of Government Lot 5, a distance of 60 feet; thence North 00 degrees 04 minutes 04 seconds East a distance of 200 feet; thence, to a point on the North right-of-way line of McCoy Road (S.R. #528), thence North 89 degrees 42 minutes 04 seconds East a distance of 100 feet, along the said North right-of-way line of McCoy Road (S.R. #528), to the Point of Beginning; Thence continue North 89 degrees 42 minutes 04 seconds East, along the said North right-of-way line of McCoy Road (S.R. #528), a distance of 50.00 feet; Thence continuing along said North right-of-way, run South 03 degrees 01 minutes 09 seconds West, a distance of 27.58 feet; thence South; Thence continuing along said North right-of-way, run, North 87 degrees 52 minutes 02 seconds West, a distance of 448.98 feet, to the Point of curvature of a curve concave southerly having A Radius of 2952.79 feet, run Westerly along the arc of said curve through a central angle of 01 degrees 54 minutes 20 seconds a distance of 98.20 feet to a point; thence leaving said curve run North 00 degrees 02 minutes 31 seconds East a distance of 487.87 feet; thence run North 00 degrees 02 minutes 31 seconds East a distance of 487.87 feet; thence North 07 degrees 28 minutes 57 seconds West a distance of 81.82 feet; thence South 21 degrees 00 minutes 51 seconds East, a distance of 43.64 feet; thence South 68 degrees 59 minutes 09 seconds East, a distance of 135.92 distance; ; thence South 69 degrees 51 minutes 34 seconds East, a distance of 52.21 distance; thence South 72 degrees 49 minutes 29 seconds East, a distance of 121.78 distance; thence South 77 degrees 00 minutes 29 seconds East, a distance of 123.38 distance; thence South 81 degrees 11 minutes 29 seconds East, a distance of 123.66 distance; thence South 85 degrees 35 minutes 29 seconds East, a distance of 36.87 distance; thence South 00 degrees 00 minutes 51 seconds West, a distance of 108.58 distance, to the Point of Beginning.

Containing 112,038 ± Square feet / 2.57 ± Acres.

Project No. 546-JDE-002  
Dwg file: 546-JDE-002

***NOT VALID WITHOUT SHEETS 1 & 3-9***

DRAWN: WCE APPROVED: WCE DATE: 04/27/23 SCALE: N/A	<b>Sketch of Descriptions</b> Thirumala Hotels LLC, a Florida limited liability company 2635 MCCOY ROAD SECTION 30, TOWNSHIP 23 SOUTH, RANGE 30 EAST, ORLANDO, ORANGE COUNTY, FLORIDA	 <b>KLE Surveying &amp; Mapping, Inc.</b> 153 Sir Topaz Lane North Lake Mary, FL 32746 (407) 402-2331 License Business # 7899	SHEET <div style="font-size: 2em; font-weight: bold;">2</div> OF 8
---	--	--	--

**Sketch of Descriptions**

MATCHLINE SEE SHEET 4

S00°02'31"W(D) 533.68'(C) 534.14'(D)

NOT PLATTED  
Pid: 30-23-30-0000-00-014  
(QUALITY INN)

N 00°02'31" E 520.29'(C)

**PARCEL 1**

NOT PLATTED

Containing 128,838± Square feet  
/ 2.96 ± Acres

MATCHLINE SEE SHEET 6

EASEMENT FOR TRANSMISSION LINE  
BY ORDER OF TAKING FROM FLORIDA  
POWER CORPORATION  
OR BOOK 2191, PAGE 706

NORTH RIGHT OF WAY(D)

124.75'(D)

N88°58'32"E(D)  
125.69'(C)

McCOY ROAD

R=2952.79'(C)  
L=74.93'(C)  
D=01°27'14"(C)

STATE ROAD No.528

PUBLIC RIGHT OF WAY VARIES

**NOT VALID WITHOUT SHEETS 1 - 2 & 4-9**Project No. 546-JDE-002  
Dwg file: 546-JDE-002

DRAWN: WCE

APPROVED: WCE

DATE: 04/27/23

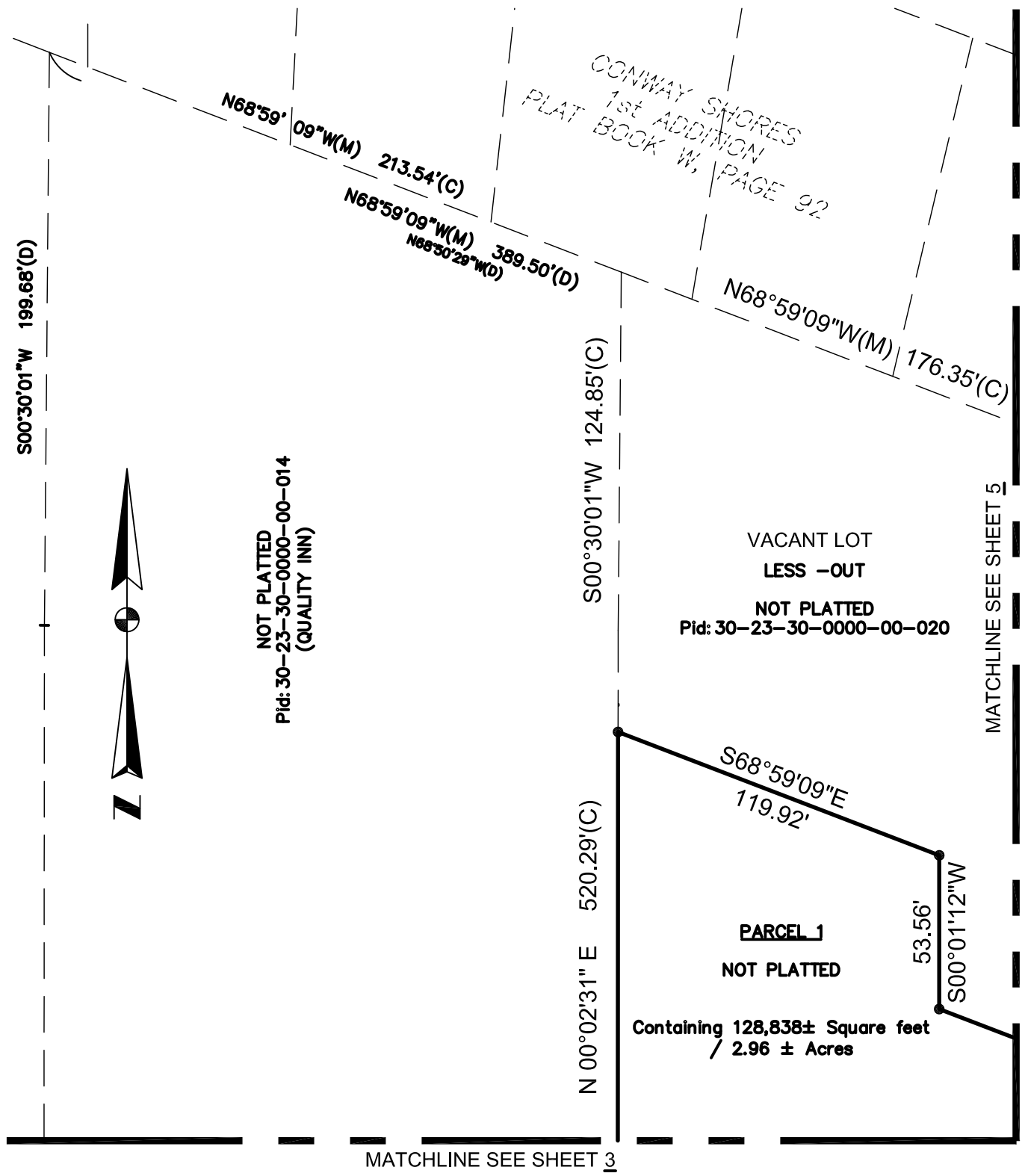
SCALE: 1" = 50'

**Sketch of Descriptions**Thirumala Hotels LLC, a Florida  
limited liability company  
2635 McCOY ROAD  
SECTION 30, TOWNSHIP 23 SOUTH, RANGE 30 EAST,  
ORLANDO, ORANGE COUNTY, FLORIDA**KLE Surveying  
& Mapping, Inc.**153 Sir Topaz Lane North  
Lake Mary, FL 32746  
(407) 402-2331 License Business # 7899

SHEET


**3**  
OF 9

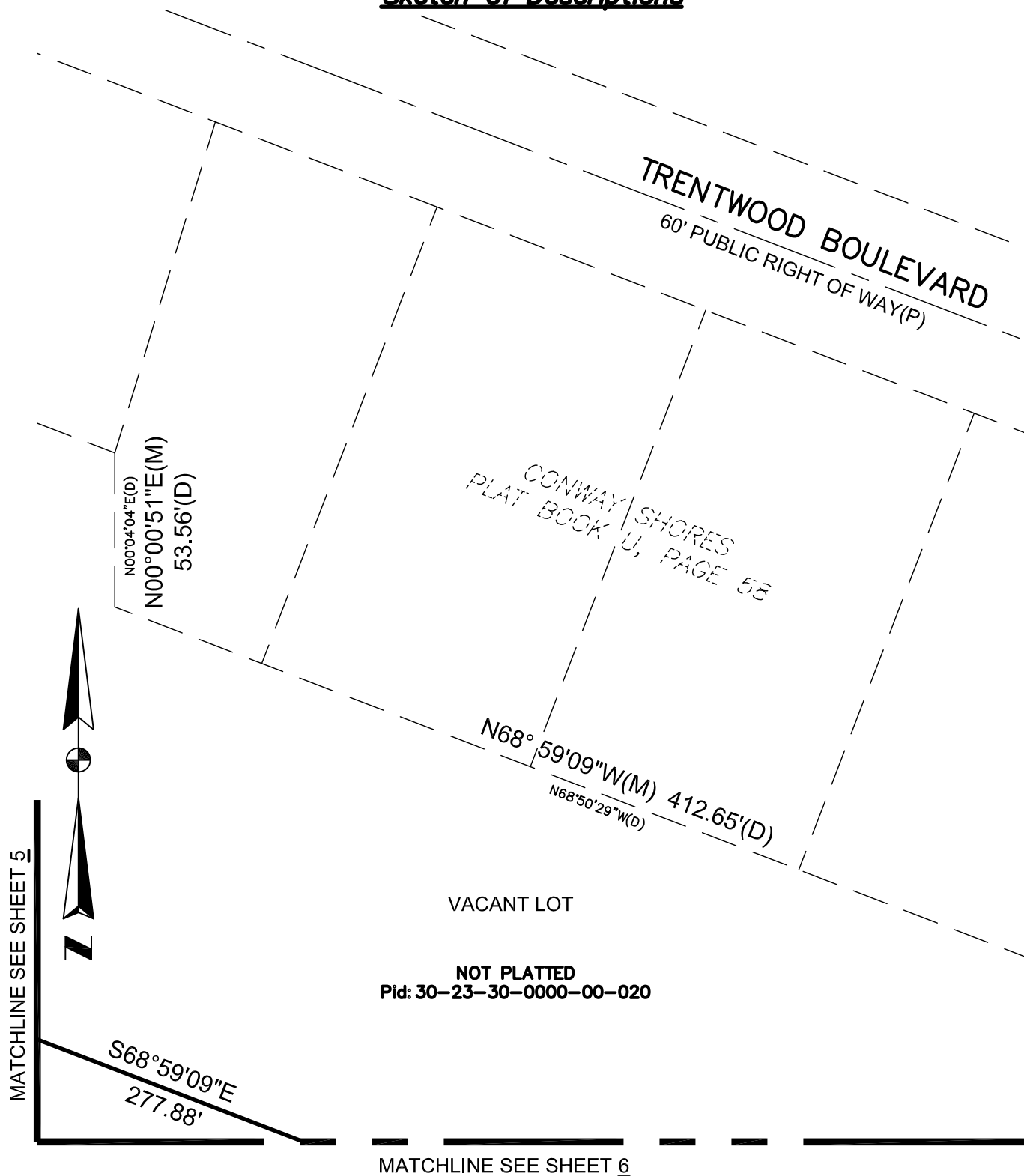
**Sketch of Descriptions**



Project No. 546-JDE-002  
Dwg file: 546-JDE-002

**NOT VALID WITHOUT SHEETS 1 - 3 & 5-9**

<div>DRAWN: WCE</div> <div>APPROVED: WCE</div> <div>DATE: 04/27/23</div> <div>SCALE: 1" = 50'</div>	<div>Sketch of Descriptions</div> <div>Thirumala Hotels LLC, a Florida limited liability company</div> <div>2635 McCOY ROAD</div> <div>SECTION 30, TOWNSHIP 23 SOUTH, RANGE 30 EAST, ORLANDO, ORANGE COUNTY, FLORIDA</div>	<div> <b>KLE Surveying &amp; Mapping, Inc.</b></div> <div>153 Sir Topaz Lane North</div> <div>Lake Mary, FL 32746</div> <div>(407) 402-2331 License Business # 7899</div>	<div>SHEET</div> <div>4</div> <div>OF 9</div>
---	--	---	---

**Sketch of Descriptions**

Project No. 546-JDE-002  
Dwg file: 546-JDE-002

**NOT VALID WITHOUT SHEETS 1 - 4 & 6-9**

DRAWN: WCE

APPROVED: WCE

DATE: 04/27/23

SCALE: 1" = 50'

**Sketch of Descriptions**  
Thirumala Hotels LLC, a Florida  
limited liability company  
2635 McCOY ROAD  
SECTION 30, TOWNSHIP 23 SOUTH, RANGE 30 EAST,  
ORLANDO, ORANGE COUNTY, FLORIDA



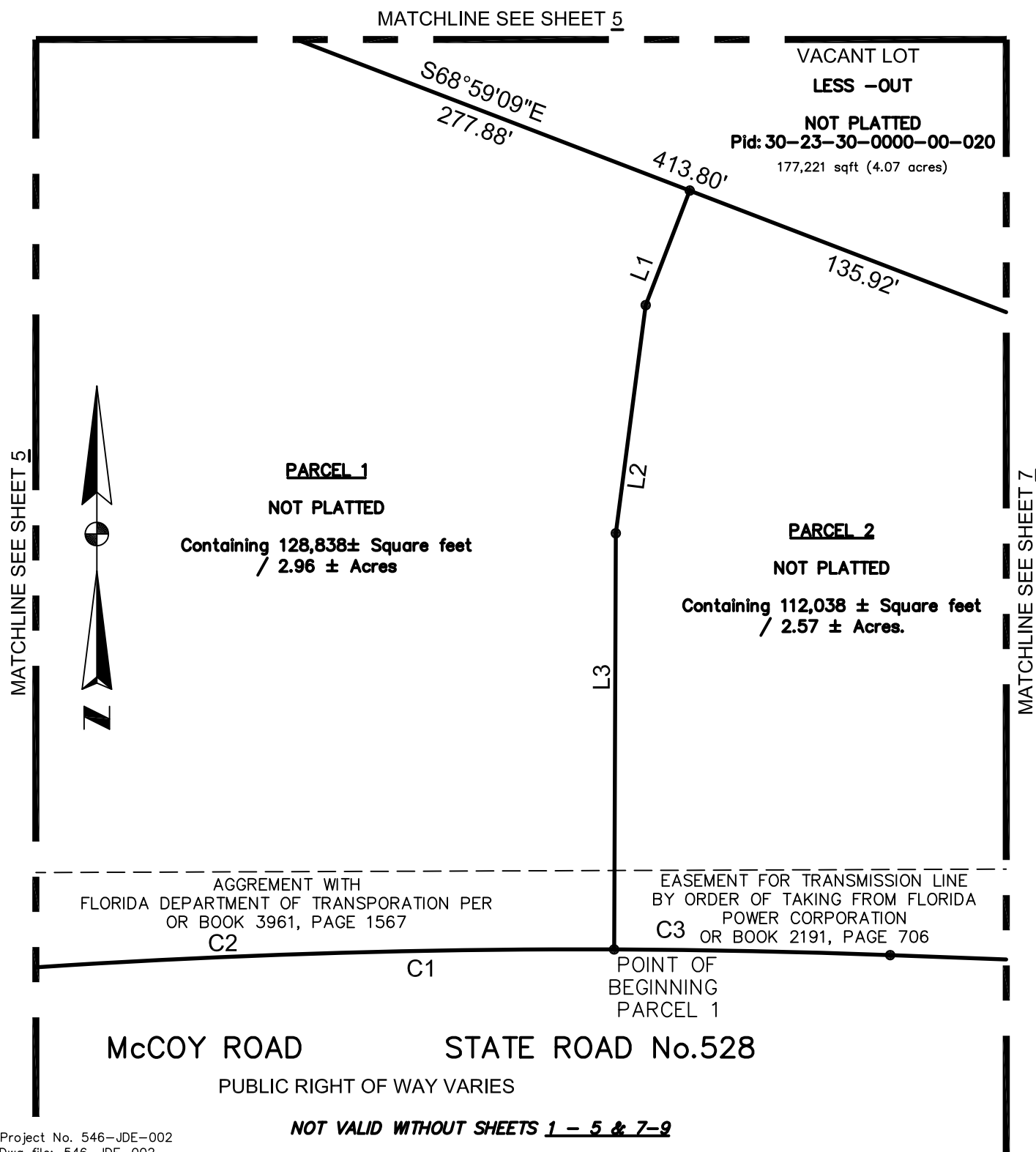
**KLE Surveying  
& Mapping, Inc.**

153 Sir Topaz Lane North  
Lake Mary, FL 32746  
(407) 402-2331 License Business # 7899

SHEET

**5**  
OF 8

# Sketch of Descriptions



Project No. 546-JDE-002  
Dwg file: 546-JDE-002

DRAWN: WCE  
APPROVED: WCE  
DATE: 04/27/23  
SCALE: 1" = 50'

**Sketch of Descriptions**  
Thirumala Hotels LLC, a Florida  
limited liability company  
2635 McCoy ROAD  
SECTION 30, TOWNSHIP 23 SOUTH, RANGE 30 EAST,  
ORLANDO, ORANGE COUNTY, FLORIDA



**KLE Surveying  
& Mapping, Inc.**

153 Sir Topaz Lane North  
Lake Mary, FL 32746  
(407) 402-2331 License Business # 7899

SHEET  
**6**  
OF 8

# Sketch of Descriptions

VACANT LOT  
LESS -OUT  
NOT PLATTED  
Pid: 30-23-30-0000-00-020  
177,221 sqft (4.07 acres)

52.21'

S 69°51'34" E

S 72°49'29" E 121.78'

123.38'

S 77°00'29" E

S 81°11'29" E

123.66'

## PARCEL 2

NOT PLATTED

Containing 112,038 ± Square feet  
/ 2.57 ± Acres.

EASEMENT FOR TRANSMISSION LINE  
BY ORDER OF TAKING FROM FLORIDA  
POWER CORPORATION  
OR BOOK 2191, PAGE 706



MATCHLINE SEE SHEET 6

MATCHLINE SEE SHEET 8

N 87°52'02"W 448.98'(D)

McCOY ROAD

STATE ROAD No.528

PUBLIC RIGHT OF WAY VARIES

Project No. 546-JDE-002  
Dwg file: 546-JDE-002

**NOT VALID WITHOUT SHEETS 1 - 6 & 8**

DRAWN: WCE

APPROVED: WCE

DATE: 04/27/23

SCALE: 1" = 50'

## Sketch of Descriptions

Thirumala Hotels LLC, a Florida  
limited liability company  
2635 McCOY ROAD  
SECTION 30, TOWNSHIP 23 SOUTH, RANGE 30 EAST,  
ORLANDO, ORANGE COUNTY, FLORIDA



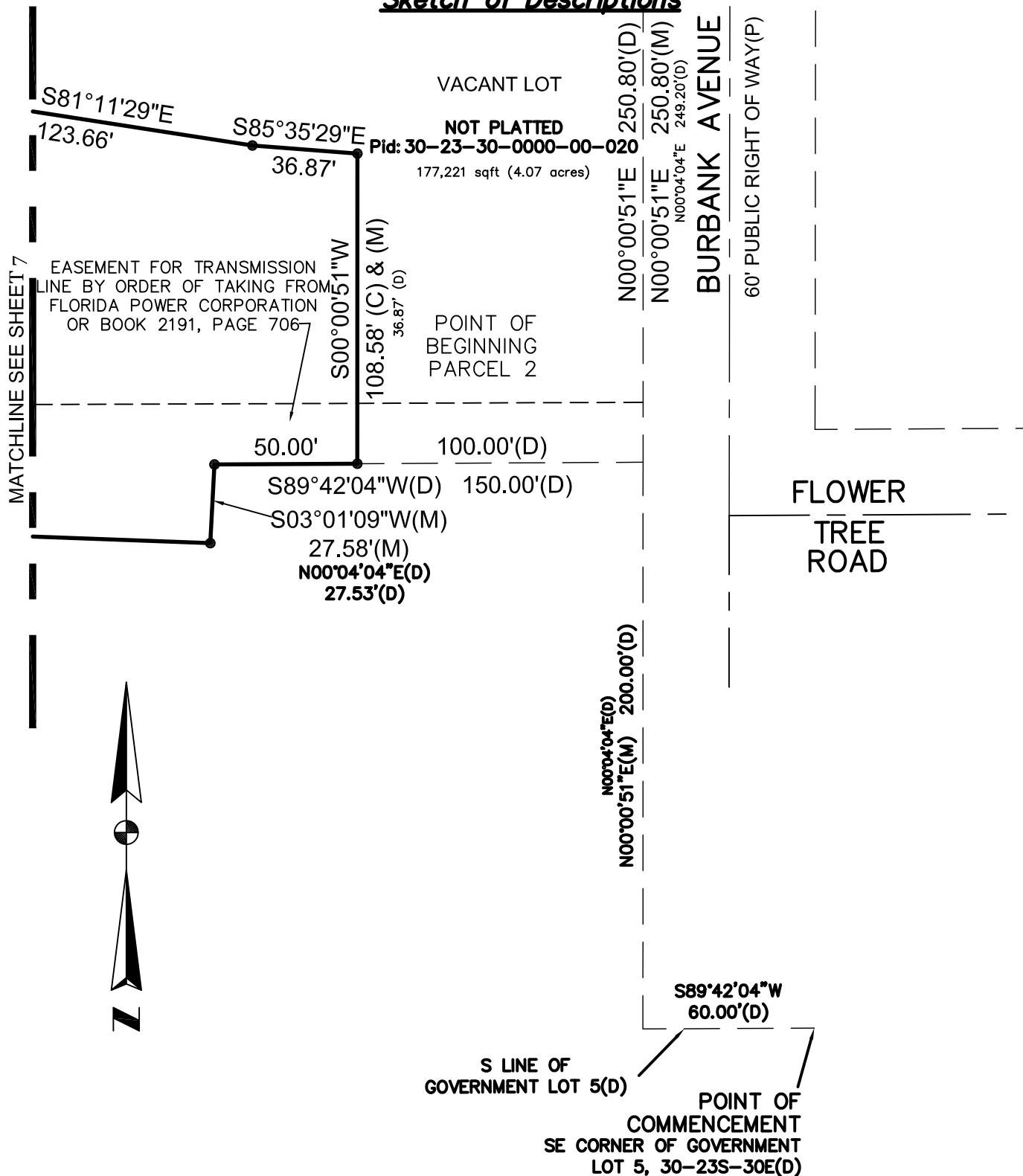
**KLE Surveying  
& Mapping, Inc.**

153 Sir Topaz Lane North  
Lake Mary, FL 32746  
(407) 402-2331 License Business # 7899

SHEET

7  
OF 8



**Sketch of Descriptions**

Project No. 546-JDE-002  
 Dwg file: 546-JDE-002

**NOT VALID WITHOUT SHEETS 1 - 7**

DRAWN: WCE  
 APPROVED: WCE  
 DATE: 04/27/23  
 SCALE: 1" = 50'

**Sketch of Descriptions**  
 Thirumala Hotels LLC, a Florida  
 limited liability company  
 2635 McCOY ROAD  
 SECTION 30, TOWNSHIP 23 SOUTH, RANGE 30 EAST,  
 ORLANDO, ORANGE COUNTY, FLORIDA



**KLE Surveying  
& Mapping, Inc.**

153 Sir Topaz Lane North  
 Lake Mary, FL 32746  
 (407) 402-2331 License Business # 7899

SHEET  
**8**  
 OF 8



This Instrument Prepared By &  
 Following Recordation To Be Returned to:  
 Randall C. Smith, Esquire  
 PO BOX 2022  
 APOPKA, FLORIDA 32704

## JOINT EASEMENT AGREEMENT

THIS AGREEMENT is made this \_\_\_\_ day of \_\_\_\_\_, 2023, by and between Thirumala Hotels LLC, a Florida limited liability company, (hereinafter “**Thirumala**”), whose mailing address is 2635 McCoy Road, Orlando, Florida 32809, and Avigna Hotels LLC, a Florida limited liability company, (hereinafter “**Avigna**”), whose mailing address is 10644 Lago Bella Drive, Orlando, Florida 32832.

WHEREAS, Thirumala and Avigna are the record owners in fee simple of certain real properties situated in Orange County, Florida depicted and hereinafter referred to as the “**Avigna Tract**” and the “**Thirumala Tract**” by *Exhibit A*, attached hereto and incorporated herein; and

WHEREAS, the Thirumala Tract has already been developed for use as a hotel, while the Avigna Tract is presently undeveloped and is intended for future development as an additional hotel; and

WHEREAS, certain joint easements have been agreed upon by the parties to facilitate the development of the Avigna Tract, the said easements to operate for the benefit of both parties hereto; and

NOW THEREFORE, in consideration of the mutual covenants and promises set forth below and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, and the parties intending to be legally bound, it is agreed as follows:

1. Recitals Incorporated into Agreement. The parties hereby acknowledge that the foregoing recitals are true and correct which such recitals are hereby incorporated into this agreement as mutually binding covenants.
2. Grant of Joint Drainage, Utility, Ingress & Egress, Landscape, and Parking Easements. Thirumala and Avigna hereby assign, convey and set over each to the other, on the terms and conditions hereinafter set forth, non-exclusive, private, joint easements for construction, use, and maintenance of drainage facilities, a sanitary sewer pump station and force main, electrical and other utilities whether above or below ground, ingress and egress to the respective tracts of the parties, landscape facilities, parking, and for any related infrastructure that will be required for development and operation of the Thirumala and Avigna Parcels, all as more fully shown by **Exhibit A**, attached hereto and incorporated herein. It is further agreed that all costs and expenses related to the construction and maintenance of improvements subject to this easement agreement that

are to be used solely to serve development of one of the two Tracts shall be the sole responsibility of the owner of that Tract. Once substantially completed, maintenance costs of facilities serving only the Tract on which located shall be born solely by the owner of the Tract on which located. Maintenance costs of facilities subject to this agreement serving both Tracts or that are located on the boundary between the two Tracts shall be borne by the parties in equal share. The costs of maintenance and repair or replacement of facilities for which the parties are jointly responsible and each party's share thereof shall be calculated annually, or at more frequent intervals, and shall be assessed against each party according to its share, which such assessment shall constitute a lien upon such party's interest in the joint easement until paid.

3. Remedy Upon Default. Any such assessment that remains unpaid for a period of more than 30 days after notice shall constitute an event of default by the delinquent party. In the event of such a default, non-delinquent party may thereafter foreclose its lien against the joint easement in the manner provided by law for interests in real property. The foreclosing party shall be entitled to recover the expense of foreclosure, including, without limitation, reasonable attorney's fees incurred in connection therewith.

4. Warranties & Covenants. The parties hereto hereby covenant and warrant that they are lawfully seized of their respective Parcels in fee simple and have the full right and authority to make this agreement. The joint easements hereby created shall bind the parties hereto, their successors and assigns, and shall constitute a covenant running with the land until terminated in accordance with this agreement.

5. Termination of Joint Use Easement. The joint easements hereby created shall terminate and thereafter shall have no force or effect at such time as (a) the parties, their successors or assigns, shall cease active use of the said easements for the purposes herein provided, or (b) the improvements on the two Parcels shall be demolished or destroyed.

6. Indemnification. The parties to this Agreement, for themselves, their successors and assigns hereby agree fully to indemnify and hold harmless the other party, its successors and assigns, from any and all claims, injury, loss, and damage of whatsoever kind arising out of the indemnitor's use of the joint easements hereby created, including without limitation reasonable attorney's fees and other litigation expenses incurred by such indemnitee.

7. Specific Performance, Injunctive Relief. In addition to any other remedies available at law or in equity, the parties further stipulate and agree that the provisions of this agreement may be specifically enforced, whether by specific performance or injunction, due to the fact that money damages would be insufficient to redress such injuries.

8. Miscellaneous. This agreement shall be construed and interpreted in accordance with the laws of Florida. The parties stipulate to venue and jurisdiction in the

Courts of Orange County, Florida with respect to all disputes arising out of this agreement. In the event of litigation arising out of this agreement, the prevailing party therein shall be entitled to recover the costs of such litigation, including reasonable attorney’s fees, whether incurred at the trial or appellate court level or in any bankruptcy proceeding.

IN WITNESS WHEREOF, the parties have caused these presents to be signed and sealed on their behalf on the day and year first hereinabove written.

Signed, Sealed and Delivered  
In Our Presence: **Thirumala Hotels LLC**

\_\_\_\_\_  
Witness  
Printed Name: By: \_\_\_\_\_  
Jalandhar Eligeti, Manager

\_\_\_\_\_  
Witness  
Printed Name:

Signed, Sealed and Delivered  
In Our Presence: **Avigna Hotels LLC**

\_\_\_\_\_  
Witness  
Printed Name: By: \_\_\_\_\_  
Jalandhar Eligeti, Manager

\_\_\_\_\_  
Witness  
Printed Name:

STATE OF FLORIDA                    )  
  ) ss:  
COUNTY OF ORANGE                )

The undersigned does hereby certify that on this day, before me, an officer duly authorized in the State and County aforesaid to take acknowledgments, Jalandhar Eligeti, as Manager of Thirumala Hotels LLC and Avigna Hotels LLC, appeared in person and not by way of online notarization, who is \_\_\_\_\_ personally known or \_\_\_\_\_ satisfactorily identified by \_\_\_\_\_ to me to be the person described in and who executed the foregoing instrument and acknowledged before me that he or she executed the same in the capacity and for the purposes therein contained.

Witness my hand and official seal in the State and County aforesaid, this \_\_\_\_ day of \_\_\_\_\_, 2023.

[SEAL]

\_\_\_\_\_  
Notary Public

CITY OF BELLE ISLE, FLORIDA  
CITY COUNCIL AGENDA ITEM COVER SHEET

b.

**Meeting Date:** May 16, 2023

**To:** Honorable Mayor and City Council Members

**From:** Interim City Manager Grimm

**Subject:** CS/CS/SB 774 Ethics Financial Disclosure REQUIREMENT for Public Officials

**Background:** On May 9, 2023, the Legislature voted on CS/CS/SB 774 for the Governor's approval requiring candidates for specified elective offices to file a full and public disclosure at the time of qualifying, requiring commissioners of community redevelopment agencies to complete annual ethics training; requiring specified local officers and members of the Commission on Ethics to file full and public disclosures; deleting a prohibition on including a federal income tax return or copy thereof in a financial disclosure; increasing the maximum civil penalty allowed for certain violations related to statements of financial disclosure, etc.

All municipal mayors, city commissioners, and elected municipal governing body members will be required to file an annual Full Disclosure of Financial Interests (Form 6) with the Florida Commission on Ethics. These individuals must file only a Limited Disclosure of Financial Interests (Form 1).

**Staff Recommendation:** Attorney review and discussion.

**Suggested Motion:** Council discussion.

**Alternatives:** na

**Fiscal Impact:** None

**Attachments:** SB774 – 1<sup>st</sup> Engrossed

2023774er

1  
2 An act relating to ethics requirements for public  
3 officials; amending s. 99.061, F.S.; requiring  
4 candidates for specified elective offices to file a  
5 full and public disclosure at the time of qualifying;  
6 authorizing candidates to file a certain verification  
7 or receipt with the qualifying officer unless certain  
8 conditions exist; conforming provisions to changes  
9 made by the act; amending s. 112.3142, F.S.; revising  
10 legislative intent; requiring commissioners of  
11 community redevelopment agencies to complete annual  
12 ethics training; exempting commissioners who assumed  
13 office after a specified date from completing the  
14 required annual ethics training for that calendar  
15 year; reenacting and amending s. 112.3144, F.S.;  
16 requiring specified local officers and members of the  
17 Commission on Ethics to file full and public  
18 disclosures; requiring the Commission on Ethics to  
19 accept federal income tax returns and any attachments  
20 or schedules for a specified purpose; deleting the  
21 prohibition on including a federal income tax return  
22 or a copy thereof for certain filings; requiring the  
23 commission to allow a filer to include attachments and  
24 other supporting documentation with his or her  
25 disclosure; revising the notice the commission sends  
26 to specified persons by e-mail; requiring that  
27 disclosure statements be filed using the commission's  
28 electronic filing system; revising the deadline for  
29 disclosures to be received by the commission; deleting

2023774er

provisions relating to financial statements filed by  
mail; revising a provision requiring the commission to  
adopt a specified rule; requiring an individual  
appointed to replace an elected local officer who  
leaves office before the end of his or her term to  
file a full and public disclosure of financial  
interests annually for the remainder of his or her  
term in office; amending s. 112.31445, F.S.; requiring  
the commission to publish a specified notice on the  
electronic filing system for the disclosure of  
financial interests; requiring that the filing system  
allow a filer to include attachments and other  
supporting documentation; amending s. 112.31446, F.S.;  
requiring that the electronic filing system allow a  
filer to submit attachments and other supporting  
documentation when a disclosure is filed; reenacting  
and amending s. 112.3145, F.S.; deleting a prohibition  
on including a federal income tax return or copy  
thereof in a financial disclosure; deleting a  
provision requiring specified local officers to file  
reports with the supervisor of elections of the  
officer's county of principal employment or residence;  
requiring local officers to file their quarterly  
reports of the names of clients they represent for a  
fee or commission with the Commission on Ethics;  
deleting a provision requiring the commission to  
provide a specified list to the supervisors of  
elections; requiring the commission to allow a filer  
to include attachments or other documentation when



2023774er

59 filing a disclosure; deleting a provision requiring  
60 the commission to provide the supervisors of elections  
61 a certain list annually by a specified date; requiring  
62 the commission to provide a certain notice by e-mail,  
63 beginning on a specified date; providing that,  
64 beginning on a specified date, paper forms will no  
65 longer be provided; requiring the commission, before a  
66 specified date, to determine which persons have not  
67 submitted a required statement and to send delinquency  
68 notices to such persons; requiring that disclosure  
69 statements be filed using the electronic filing  
70 system, beginning on a specified date; revising the  
71 criteria for a rule that the commission must adopt  
72 regarding the electronic filing of disclosure  
73 statements; requiring the commission to determine the  
74 amount of fines for all delinquent filers, beginning  
75 on a specified date; conforming provisions to changes  
76 made by the act; amending s. 112.317, F.S.; increasing  
77 the maximum civil penalty allowed for certain  
78 violations related to statements of financial  
79 disclosure; amending s. 112.3215, F.S.; requiring the  
80 commission to investigate specified entities or  
81 individuals that intentionally failed to disclose any  
82 material fact or that knowingly submitted false  
83 information in certain required reports; authorizing  
84 the commission to dismiss certain complaints and  
85 investigations; requiring the commission to issue a  
86 specified public report if it dismisses such a  
87 complaint or investigation; making technical changes;

2023774er

amending s. 112.324, F.S.; revising applicability;  
requiring the commission to revise financial  
disclosure forms and rules for the 2022 filing year to  
conform to changes made by the act; exempting such  
revisions from specified rulemaking requirements;  
providing an effective date.

Be It Enacted by the Legislature of the State of Florida:

Section 1. Subsection (5) and paragraph (a) of subsection  
(7) of section 99.061, Florida Statutes, are amended to read:

99.061 Method of qualifying for nomination or election to  
federal, state, county, or district office.—

(5) At the time of qualifying for office, each candidate  
for a constitutional office, or for another elective office  
subject to an annual filing requirement pursuant to s. 112.3144,  
shall file a full and public disclosure of financial interests  
pursuant to s. 8, Art. II of the State Constitution, which must  
be verified under oath or affirmation pursuant to s.  
92.525(1)(a), and a candidate for any other office, including  
local elective office, shall file a statement of financial  
interests pursuant to s. 112.3145. A candidate who is subject to  
an annual filing requirement under s. 112.3144 may file a  
verification or receipt of electronic filing pursuant to s.  
112.3144(4). A candidate who is subject to an annual filing  
requirement under s. 112.3145 may file a verification or receipt  
of electronic filing pursuant to s. 112.3145(2)(c) unless the  
candidate is required to file a full and public disclosure of  
financial interests pursuant to s. 8, Art. II of the State

2023774er

117 Constitution or this subsection.

118 (7) (a) In order for a candidate to be qualified, the  
119 following items must be received by the filing officer by the  
120 end of the qualifying period:

121 1. A properly executed check drawn upon the candidate's  
122 campaign account payable to the person or entity as prescribed  
123 by the filing officer in an amount not less than the fee  
124 required by s. 99.092, unless the candidate obtained the  
125 required number of signatures on petitions pursuant to s.  
126 99.095. The filing fee for a special district candidate is not  
127 required to be drawn upon the candidate's campaign account. If a  
128 candidate's check is returned by the bank for any reason, the  
129 filing officer shall immediately notify the candidate and the  
130 candidate shall have until the end of qualifying to pay the fee  
131 with a cashier's check purchased from funds of the campaign  
132 account. Failure to pay the fee as provided in this subparagraph  
133 shall disqualify the candidate.

134 2. The candidate's oath required by s. 99.021, which must  
135 contain the name of the candidate as it is to appear on the  
136 ballot; the office sought, including the district or group  
137 number if applicable; and the signature of the candidate, which  
138 must be verified under oath or affirmation pursuant to s.  
139 92.525(1) (a) .

140 3. If the office sought is partisan, the written statement  
141 of political party affiliation required by s. 99.021(1) (b); or  
142 if the candidate is running without party affiliation for a  
143 partisan office, the written statement required by s.  
144 99.021(1) (c) .

145 4. The completed form for the appointment of campaign

2023774er

146 treasurer and designation of campaign depository, as required by  
147 s. 106.021.

148 5. The full and public disclosure or statement of financial  
149 interests required by subsection (5). A public officer who has  
150 filed the full and public disclosure or statement of financial  
151 interests with the Commission on Ethics before ~~or the supervisor~~  
152 ~~of elections prior to~~ qualifying for office may file a copy of  
153 that disclosure or a verification or receipt of electronic  
154 filing as provided in subsection (5) at the time of qualifying.

155 Section 2. Paragraph (e) of subsection (2) of section  
156 112.3142, Florida Statutes, is amended to read:

157 112.3142 Ethics training for specified constitutional  
158 officers, elected municipal officers, and commissioners.—

159 (2)

160 (e) The Legislature intends that a constitutional officer,  
161 a commissioner of a community redevelopment agency, or an  
162 elected municipal officer who is required to complete ethics  
163 training pursuant to this section receive the required training  
164 as close as possible to the date that he or she assumes office.  
165 A constitutional officer, a commissioner of a community  
166 redevelopment agency, or an elected municipal officer assuming a  
167 new office or new term of office on or before March 31 must  
168 complete the annual training on or before December 31 of the  
169 year in which the term of office began. A constitutional  
170 officer, a commissioner of a community redevelopment agency, or  
171 an elected municipal officer assuming a new office or new term  
172 of office after March 31 is not required to complete ethics  
173 training for the calendar year in which the term of office  
174 began.

2023774er

Section 3. Notwithstanding the expiration date in section 92 of chapter 2022-157, Laws of Florida, paragraph (c) of subsection (6), paragraphs (a) and (c) of subsection (7), and subsections (8) and (10) of section 112.3144, Florida Statutes, are reenacted and amended, and paragraphs (d) and (e) are added to subsection (1) of that section, to read:

112.3144 Full and public disclosure of financial interests.—

(1)

(d) Beginning January 1, 2024, the following local officers must comply with the financial disclosure requirements of s. 8, Art. II of the State Constitution and this section:

1. Mayors.

2. Elected members of the governing body of a municipality.

(e) Beginning January 1, 2024, each member of the Commission on Ethics must comply with the financial disclosure requirements of s. 8, Art. II of the State Constitution and this section.

(6)

(c) Each separate source and amount of income which exceeds \$1,000 must be identified. For the purpose of a filer reporting income, the commission shall accept federal income tax returns. If a filer submits a federal income tax return for the purpose of reporting income, he or she must also include all attachments and schedules associated with such federal income tax return  
~~Beginning January 1, 2023, a federal income tax return may not be used for purposes of reporting income, and the commission may not accept a federal income tax return or a copy thereof.~~

(7) (a) Beginning January 1, 2023, a filer may not include

2023774er

in a filing to the commission ~~a federal income tax return or a~~  
~~copy thereof;~~ a social security number; a bank, mortgage, or  
brokerage account number; a debit, charge, or credit card  
number; a personal identification number; or a taxpayer  
identification number. If a filer includes such information in  
his or her filing, the information may be made available as part  
of the official records of the commission available for public  
inspection and copying unless redaction is requested by the  
filer. The commission is not liable for the release of social  
security numbers or bank account, debit, charge, or credit card  
numbers included in a filing to the commission if the filer has  
not requested redaction of such information.

(c) The commission must conspicuously post a notice, in  
substantially the following form, in the instructions for the  
electronic filing system specifying that:

1. Any filer submitting information through the electronic  
filing system may not include ~~a federal income tax return or a~~  
~~copy thereof;~~ a social security number; a bank, mortgage, or  
brokerage account number; a debit, charge, or credit card  
number; a personal identification number; or a taxpayer  
identification number in any filing unless required by law.

2. Information submitted through the electronic filing  
system may be open to public inspection and copying.

3. Any filer has a right to request that the commission  
redact from his or her filing any social security number, bank  
account number, or debit, charge, or credit card number  
contained in the filing. Such request must be made in writing  
and delivered to the commission. The request must specify the  
information to be redacted and the specific section or sections

2023774er

of the disclosure in which it was included.

(8) Forms or fields of information for compliance with the full and public disclosure requirements of s. 8, Art. II of the State Constitution must ~~shall~~ be prescribed by the commission. The commission shall allow a filer to include attachments or other supporting documentation when filing a disclosure. The commission shall give notice of disclosure deadlines and delinquencies and distribute forms in the following manner:

(a) Not later than May 1 of each year, the commission shall prepare a current list of the names, e-mail addresses, and physical addresses of and the offices held by every person required to file full and public disclosure annually by s. 8, Art. II of the State Constitution, or other state law. Each unit of government shall assist the commission in compiling the list by providing to the commission not later than February 1 of each year the name, e-mail address, physical address, and name of the office held by such person within the respective unit of government as of December 31 of the preceding year.

(b) Not later than June 1 of each year, the commission shall notify by e-mail all persons required to file a full and public disclosure of financial interests of all of the following:

1. All applicable filing deadlines for completing and filing the full and public disclosure of financial interests prescribed under subsection (3) on the electronic filing system.

2. Instructions on how to complete and file the full and public disclosure of financial interests as prescribed by subsection (3) on the electronic filing system, or where to access such instructions.

2023774er

262  
263 Beginning January 1, 2023, paper forms may not be provided and  
264 persons required to file a full and public disclosure of  
265 financial interests must complete and file their disclosures on  
266 the electronic filing system pursuant to subsection (2) ~~Not~~  
267 ~~later than June 1 of each year, the commission shall distribute~~  
268 ~~a copy of the form prescribed for compliance with full and~~  
269 ~~public disclosure and a notice of the filing deadline to each~~  
270 ~~person on the list. Beginning January 1, 2022, no paper forms~~  
271 ~~will be provided by mail. The notice required under this~~  
272 ~~paragraph and instructions for electronic submission must be~~  
273 ~~delivered by e-mail.~~

274 (c) Not later than August 1 of each year, the commission  
275 shall determine which persons on the list have failed to file  
276 full and public disclosure and shall send delinquency notices to  
277 such persons. Each notice must state that a grace period is in  
278 effect until September 1 of the current year. ~~Beginning January~~  
279 ~~1, 2022,~~ The notice required under this paragraph must be  
280 delivered by e-mail and must be redelivered on a weekly basis by  
281 e-mail as long as a person remains delinquent.

282 (d) Disclosures must be received by the commission not  
283 later than 11:59 ~~5~~ p.m. of the due date. ~~However, any disclosure~~  
284 ~~that is postmarked by the United States Postal Service by~~  
285 ~~midnight of the due date is deemed to have been filed in a~~  
286 ~~timely manner, and a certificate of mailing obtained from and~~  
287 ~~dated by the United States Postal Service at the time of the~~  
288 ~~mailing, or a receipt from an established courier company which~~  
289 ~~bears a date on or before the due date, constitutes proof of~~  
290 ~~mailing in a timely manner.~~ Beginning January 1, 2023, upon



2023774er

request of the filer, the commission must provide verification to the filer that the commission has received the filed disclosure.

(e) Beginning January 1, 2023, a written declaration, as provided for under s. 92.525(2), accompanied by an electronic signature satisfies the requirement that the disclosure be sworn.

(f) Any person who is required to file full and public disclosure of financial interests and whose name is on the commission's list, and to whom notice has been sent, but who fails to timely file is assessed a fine of \$25 per day for each day late up to a maximum of \$1,500; however this \$1,500 limitation on automatic fines does not limit the civil penalty that may be imposed if the statement is filed more than 60 days after the deadline and a complaint is filed, as provided in s. 112.324. The commission must provide by rule the grounds for waiving the fine and the procedures by which each person whose name is on the list and who is determined to have not filed in a timely manner will be notified of assessed fines and may appeal. The rule must provide for and make specific that the amount of the fine due is based upon when the disclosure is filed on the electronic filing system created and maintained by the commission as provided in s. 112.31446. ~~the following:~~

1. ~~The amount of the fine due is based upon the earliest of the following:~~

~~a. When a statement is actually received by the office.~~

~~b. When the statement is postmarked.~~

~~c. When the certificate of mailing is dated.~~

~~d. When the receipt from an established courier company is~~

2023774er

320 ~~dated.~~

321       ~~2.~~ Upon receipt of the disclosure statement or upon accrual  
322 of the maximum penalty, whichever occurs first, the commission  
323 shall determine the amount of the fine which is due and shall  
324 notify the delinquent person. The notice must include an  
325 explanation of the appeal procedure under subparagraph 2. ~~3.~~  
326 Such fine must be paid within 30 days after the notice of  
327 payment due is transmitted, unless appeal is made to the  
328 commission pursuant to subparagraph 2. ~~3.~~ The moneys shall be  
329 deposited into the General Revenue Fund.

330       2.3. Any reporting person may appeal or dispute a fine,  
331 based upon unusual circumstances surrounding the failure to file  
332 on the designated due date, and may request and is entitled to a  
333 hearing before the commission, which may waive the fine in whole  
334 or in part for good cause shown. Any such request must be in  
335 writing and received by the commission within 30 days after the  
336 notice of payment due is transmitted. In such a case, the  
337 reporting person must, within the 30-day period, notify the  
338 person designated to review the timeliness of reports in writing  
339 of his or her intention to bring the matter before the  
340 commission. For purposes of this subparagraph, "unusual  
341 circumstances" does not include the failure to monitor an e-mail  
342 account or failure to receive notice if the person has not  
343 notified the commission of a change in his or her e-mail  
344 address.

345       (g) Any person subject to the annual filing of full and  
346 public disclosure under s. 8, Art. II of the State Constitution,  
347 or other state law, whose name is not on the commission's list  
348 of persons required to file full and public disclosure is not

2023774er

subject to the fines or penalties provided in this part for failure to file full and public disclosure in any year in which the omission occurred, but nevertheless is required to file the disclosure statement.

(h) The notification requirements and fines of this subsection do not apply to candidates or to the first filing required of any person appointed to elective constitutional office or other position required to file full and public disclosure, unless the person's name is on the commission's notification list and the person received notification from the commission. The appointing official shall notify such newly appointed person of the obligation to file full and public disclosure by July 1. The notification requirements and fines of this subsection do not apply to the final filing provided for in subsection (10).

(i) Notwithstanding any provision of chapter 120, any fine imposed under this subsection which is not waived by final order of the commission and which remains unpaid more than 60 days after the notice of payment due or more than 60 days after the commission renders a final order on the appeal must be submitted to the Department of Financial Services as a claim, debt, or other obligation owed to the state, and the department shall assign the collection of such fine to a collection agent as provided in s. 17.20.

(10) Each person required to file full and public disclosure of financial interests shall file a final disclosure statement within 60 days after leaving his or her public position for the period between January 1 of the year in which the person leaves and the last day of office or employment,

2023774er

378 unless within the 60-day period the person takes another public  
379 position requiring financial disclosure under s. 8, Art. II of  
380 the State Constitution, or is otherwise required to file full  
381 and public disclosure for the final disclosure period. The head  
382 of the agency of each person required to file full and public  
383 disclosure for the final disclosure period shall notify such  
384 persons of their obligation to file the final disclosure and may  
385 designate a person to be responsible for the notification  
386 requirements of this subsection. When an elected local officer  
387 specified in paragraph (1) (d) leaves office before the  
388 expiration of his or her term, any individual appointed to  
389 replace such officer for the remainder of that term must file a  
390 full and public disclosure of financial interests annually  
391 thereafter for the remainder of his or her term in office.

392 Section 4. Subsections (4) and (5) are added to section  
393 112.31445, Florida Statutes, to read:

394 112.31445 Electronic filing system; full and public  
395 disclosure of financial interests.--

396 (4) The commission shall publish a notice on the electronic  
397 filing system instructing filers to redact a social security  
398 number; a bank, mortgage, or brokerage account number; a debit,  
399 charge, or credit card number; a personal identification number;  
400 or a taxpayer identification number in their filings.

401 (5) The electronic filing system must allow a filer to  
402 include attachments or other supporting documentation when  
403 submitting a disclosure through the system.

404 Section 5. Paragraph (f) is added to subsection (2) of  
405 section 112.31446, Florida Statutes, to read:

406 112.31446 Electronic filing system for financial.

2023774er

disclosure.—

(2) By January 1, 2022, the commission shall procure and test an electronic filing system. At a minimum, the electronic filing system must:

(f) Allow a filer to include attachments or other supporting documentation when submitting a disclosure or a statement through the system.

Section 6. Notwithstanding the expiration date in section 95 of chapter 2022-157, Laws of Florida, paragraphs (b) and (e) of subsection (2), paragraphs (a) and (c) of subsection (4), and subsections (6) and (8) of section 112.3145, Florida Statutes, are reenacted and amended to read:

112.3145 Disclosure of financial interests and clients represented before agencies.—

(2)

(b) Each state or local officer, except local officers specified in s. 112.3144(1)(d), and each specified state employee shall file a statement of financial interests no later than July 1 of each year. Each state officer, local officer, and specified state employee shall file a final statement of financial interests within 60 days after leaving his or her public position for the period between January 1 of the year in which the person leaves and the last day of office or employment, unless within the 60-day period the person takes another public position requiring financial disclosure under this section or s. 8, Art. II of the State Constitution or otherwise is required to file full and public disclosure or a statement of financial interests for the final disclosure period. Each state or local officer who is appointed and each

2023774er

specified state employee who is employed shall file a statement of financial interests within 30 days from the date of appointment or, in the case of a specified state employee, from the date on which the employment begins, except that any person whose appointment is subject to confirmation by the Senate shall file before ~~prior to~~ confirmation hearings or within 30 days from the date of appointment, whichever comes first.

(e) Beginning January 1, 2024, a statement of financial interests, and a final statement of financial interests and any amendments thereto, or any other form required by this section, except any statement of a candidate who is not subject to an annual filing requirement, must be filed electronically through an electronic filing system created and maintained by the commission as provided in s. 112.31446.

(4) (a) ~~Beginning January 1, 2024,~~ A filer may not include in a filing to the commission ~~a federal income tax return or a copy of thereof,~~ a social security number; a bank, mortgage, or brokerage account number; a debit, charge, or credit card number; a personal identification number; or a taxpayer identification number. If a filer includes such information in his or her filing, the information may be made available as part of the official records of the commission available for public inspection and copying unless redaction is requested by the filer. The commission is not liable for the release of social security numbers, bank account numbers, or debit, charge, or credit card numbers included in a filing to the commission if the filer has not requested redaction of the information.

(c) The commission must conspicuously post a notice, in substantially the following form, in the instructions for the

2023774er

electronic filing system specifying that:

1. Any filer submitting information through the electronic filing system may not include ~~a federal income tax return or a copy thereof~~, a social security number; a bank, mortgage, or brokerage account number; a debit, charge, or credit card number; a personal identification number; or a taxpayer identification number in any filing unless required by law.

2. Information submitted through the electronic filing system may be open to public inspection and copying.

3. Any filer has a right to request that the commission redact from his or her filing any social security number, bank account number, or debit, charge, or credit card number contained in the filing. Such request must be made in writing and delivered to the commission. The request must specify the information to be redacted and the specific section or sections of the disclosure in which it was included.

(6) Each elected constitutional officer, state officer, local officer, and specified state employee shall file a quarterly report of the names of clients represented for a fee or commission, except for appearances in ministerial matters, before agencies at his or her level of government. For the purposes of this part, agencies of government shall be classified as state-level agencies or agencies below state level. ~~Each local officer shall file such report with the supervisor of elections of the county in which the officer is principally employed or is a resident.~~ Each state officer, elected constitutional officer, and specified state employee shall file such report with the commission. Beginning January 1, 2024, each local officer shall file such report with the

2023774er

494 commission. The report must ~~shall~~ be filed only when a  
495 reportable representation is made during the calendar quarter  
496 and must ~~shall~~ be filed no later than the last day of each  
497 calendar quarter, for the previous calendar quarter.  
498 Representation before any agency shall be deemed to include  
499 representation by such officer or specified state employee or by  
500 any partner or associate of the professional firm of which he or  
501 she is a member and of which he or she has actual knowledge. For  
502 the purposes of this subsection, the term "representation before  
503 any agency" does not include appearances before any court or the  
504 Deputy Chief Judge of Compensation Claims or judges of  
505 compensation claims or representations on behalf of one's agency  
506 in one's official capacity. Such term does not include the  
507 preparation and filing of forms and applications merely for the  
508 purpose of obtaining or transferring a license based on a quota  
509 or a franchise of such agency or a license or operation permit  
510 to engage in a profession, business, or occupation, so long as  
511 the issuance or granting of such license, permit, or transfer  
512 does not require substantial discretion, a variance, a special  
513 consideration, or a certificate of public convenience and  
514 necessity.

515 (8) Beginning January 1, 2024, forms for compliance with  
516 the disclosure requirements of this section and a current list  
517 of persons subject to disclosure must ~~shall~~ be created by the  
518 commission ~~and provided to each supervisor of elections.~~ The  
519 commission shall allow a filer to include attachments or other  
520 supporting documentation when filing a disclosure. Beginning  
521 January 1, 2024, the commission ~~and each supervisor of elections~~  
522 shall give notice of disclosure deadlines, ~~and~~ delinquencies,



2023774er

and instructions ~~distribute forms~~ in the following manner:

(a) ~~1.~~ Not later than May 1 of each year, the commission shall prepare a current list of the names, e-mail addresses, and physical addresses of, and the offices or positions held by, every state officer, local officer, and specified employee. Each unit of government shall assist the commission in compiling the list by providing to the commission not later than February 1 of each year the name, e-mail address, physical address, and name of agency of, and the office or position held by, each state officer, local officer, or specified state employee within the respective unit of government as of December 31 of the preceding year.

~~2. Not later than May 15 of each year, the commission shall provide each supervisor of elections with a current list of all local officers required to file with such supervisor of elections.~~

(b) The commission shall notify by e-mail, not later than June 1 of each year, all persons required to file a statement of financial interests under subsection (3) of all of the following:

1. All applicable filing deadlines for completing and filing the statement on the electronic filing system.

2. Instructions on how to complete and file the statement on the electronic filing system, or where to access such instructions.

Beginning January 1, 2024, paper forms may not be provided and persons required to file a statement of financial interests must complete and file such statements on the electronic filing

2023774er

552 system pursuant to paragraph (2) (e) ~~Not later than June 1 of~~  
553 ~~each year, the commission and each supervisor of elections, as~~  
554 ~~appropriate, shall distribute a copy of the form prescribed for~~  
555 ~~compliance with subsection (3) and a notice of all applicable~~  
556 ~~disclosure forms and filing deadlines to each person required to~~  
557 ~~file a statement of financial interests. Beginning January 1,~~  
558 ~~2024, no paper forms will be provided. The notice required under~~  
559 ~~this paragraph and instructions for electronic submission must~~  
560 ~~be delivered by e-mail.~~

561 (c) Not later than August 1 of each year, the commission  
562 ~~and each supervisor of elections~~ shall determine which persons  
563 required to file a statement of financial interests ~~in their~~  
564 ~~respective offices~~ have failed to do so and shall send  
565 delinquency notices to these persons. Through December 31, 2023,  
566 delinquency notices must be sent by certified mail, return  
567 receipt requested. Each notice must state that a grace period is  
568 in effect until September 1 of the current year; that no  
569 investigative or disciplinary action based upon the delinquency  
570 will be taken by the agency head or commission if the statement  
571 is filed by September 1 of the current year; that, if the  
572 statement is not filed by September 1 of the current year, a  
573 fine of \$25 for each day late will be imposed, up to a maximum  
574 penalty of \$1,500; ~~for notices distributed by a supervisor of~~  
575 ~~elections, that he or she is required by law to notify the~~  
576 ~~commission of the delinquency;~~ and that, if upon the filing of a  
577 sworn complaint the commission finds that the person has failed  
578 to timely file the statement within 60 days after September 1 of  
579 the current year, such person will also be subject to the  
580 penalties provided in s. 112.317. Beginning January 1, 2024,

2023774er

notice required under this paragraph must be delivered by e-mail and must be redelivered on a weekly basis by e-mail as long as the person remains delinquent.

(d) Beginning January 1, 2024, disclosure statements required to be filed with the commission must be filed by 11:59 p.m. on the due date using the commission's electronic filing system pursuant to s. 112.31446 ~~No later than November 15 of each year, the supervisor of elections in each county shall certify to the commission a list of the names and addresses of, and the offices or positions held by, all persons who have failed to timely file the required statements of financial interests. The certification must include the earliest of the dates described in subparagraph (g)1. The certification shall be on a form prescribed by the commission and shall indicate whether the supervisor of elections has provided the disclosure forms and notice as required by this subsection to all persons named on the delinquency list.~~

(e) ~~Statements must be received by the commission not later than 5 p.m. of the due date. However, any statement that is postmarked by the United States Postal Service by midnight of the due date is deemed to have been filed in a timely manner, and a certificate of mailing obtained from and dated by the United States Postal Service at the time of the mailing, or a receipt from an established courier company which bears a date on or before the due date, constitutes proof of mailing in a timely manner. Beginning January 1, 2023, upon request of the filer, the commission must provide verification to the filer that the commission has received the filed statement.~~

~~(f)~~ Beginning January 1, 2023, the statement must be

2023774er

610 accompanied by a declaration as provided in s. 92.525(2) and an  
611 electronic acknowledgment thereof.

612 (f) ~~(g)~~ Any person ~~who is~~ required to file a statement of  
613 financial interests ~~and~~ whose name is on the commission's list,  
614 and to whom notice has been sent, but who fails to timely file  
615 is assessed a fine of \$25 per day for each day late up to a  
616 maximum of \$1,500; however, this \$1,500 limitation on automatic  
617 fines does not limit the civil penalty that may be imposed if  
618 the statement is filed more than 60 days after the deadline and  
619 a complaint is filed, as provided in s. 112.324. The commission  
620 must provide by rule the grounds for waiving the fine and  
621 procedures by which each person whose name is on the list and  
622 who is determined to have not filed in a timely manner will be  
623 notified of assessed fines and may appeal. The rule must provide  
624 for and make specific that the amount of the fine is based upon  
625 the date and time that the disclosure is filed on the electronic  
626 filing system as provided in s. 112.31446. ~~the following:~~

627 1. Beginning January 1, 2024, ~~The amount of the fine due is~~  
628 ~~based upon the earliest of the following:~~

- 629 a. ~~When a statement is actually received by the office.~~  
630 b. ~~When the statement is postmarked.~~  
631 c. ~~When the certificate of mailing is dated.~~  
632 d. ~~When the receipt from an established courier company is~~  
633 ~~dated.~~

634 2. ~~for a specified state employee, or a state officer, or~~  
635 local officer, upon receipt of the disclosure statement by the  
636 commission or upon accrual of the maximum penalty, whichever  
637 occurs first, ~~and for a local officer upon receipt by the~~  
638 ~~commission of the certification from the local officer's~~

2023774er

639 ~~supervisor of elections pursuant to paragraph (d),~~ the  
640 commission shall determine the amount of the fine which is due  
641 and shall notify the delinquent person. The notice must include  
642 an explanation of the appeal procedure under subparagraph 2. 3.  
643 The fine must be paid within 30 days after the notice of payment  
644 due is transmitted, unless appeal is made to the commission  
645 pursuant to subparagraph 2. 3. The moneys are to be deposited  
646 into the General Revenue Fund.

647 2.3. Any reporting person may appeal or dispute a fine,  
648 based upon unusual circumstances surrounding the failure to file  
649 on the designated due date, and may request and is entitled to a  
650 hearing before the commission, which may waive the fine in whole  
651 or in part for good cause shown. Any such request must be in  
652 writing and received by the commission within 30 days after the  
653 notice of payment due is transmitted. In such a case, the  
654 reporting person must, within the 30-day period, notify the  
655 person designated to review the timeliness of reports in writing  
656 of his or her intention to bring the matter before the  
657 commission. For purposes of this subparagraph, the term "unusual  
658 circumstances" does not include the failure to monitor an e-mail  
659 account or failure to receive notice if the person has not  
660 notified the commission of a change in his or her e-mail  
661 address.

662 (g) ~~(h)~~ Any state officer, local officer, or specified  
663 employee whose name is not on the list of persons required to  
664 file an annual statement of financial interests is not subject  
665 to the penalties provided in s. 112.317 or the fine provided in  
666 this section for failure to timely file a statement of financial  
667 interests in any year in which the omission occurred, but

2023774er

nevertheless is required to file the disclosure statement.

(h) ~~(i)~~ The notification requirements and fines of this subsection do not apply to candidates or to the first or final filing required of any state officer, specified employee, or local officer as provided in paragraph (2)(b).

(i) ~~(j)~~ Notwithstanding any provision of chapter 120, any fine imposed under this subsection which is not waived by final order of the commission and which remains unpaid more than 60 days after the notice of payment due or more than 60 days after the commission renders a final order on the appeal must be submitted to the Department of Financial Services as a claim, debt, or other obligation owed to the state, and the department shall assign the collection of such a fine to a collection agent as provided in s. 17.20.

Section 7. Subsection (1) of section 112.317, Florida Statutes, is amended to read:

112.317 Penalties.—

(1) Any violation of this part, including, but not limited to, failure to file disclosures required by this part or violation of any standard of conduct imposed by this part, or any violation of s. 8, Art. II of the State Constitution, in addition to any criminal penalty or other civil penalty involved, under applicable constitutional and statutory procedures, constitutes grounds for, and may be punished by, one or more of the following:

(a) In the case of a public officer:

1. Impeachment.
2. Removal from office.
3. Suspension from office.

2023774er

697 4. Public censure and reprimand.

698 5. Forfeiture of no more than one-third of his or her  
699 salary per month for no more than 12 months.

700 6. A civil penalty not to exceed \$20,000 ~~\$10,000~~.

701 7. Restitution of any pecuniary benefits received because  
702 of the violation committed. The commission may recommend that  
703 the restitution penalty be paid to the agency of which the  
704 public officer was a member or to the General Revenue Fund.

705 (b) In the case of an employee or a person designated as a  
706 public officer by this part who otherwise would be deemed to be  
707 an employee:

708 1. Dismissal from employment.

709 2. Suspension from employment for not more than 90 days  
710 without pay.

711 3. Demotion.

712 4. Reduction in his or her salary level.

713 5. Forfeiture of no more than one-third salary per month  
714 for no more than 12 months.

715 6. A civil penalty not to exceed \$20,000 ~~\$10,000~~.

716 7. Restitution of any pecuniary benefits received because  
717 of the violation committed. The commission may recommend that  
718 the restitution penalty be paid to the agency by which the  
719 public employee was employed, or of which the officer was deemed  
720 to be an employee, or to the General Revenue Fund.

721 8. Public censure and reprimand.

722 (c) In the case of a candidate who violates this part or s.  
723 8(a) and (i), Art. II of the State Constitution:

724 1. Disqualification from being on the ballot.

725 2. Public censure.

2023774er

726 3. Reprimand.

727 4. A civil penalty not to exceed \$20,000 ~~\$10,000~~.

728 (d) In the case of a former public officer or employee who  
729 has violated a provision applicable to former officers or  
730 employees or whose violation occurred before the officer's or  
731 employee's leaving public office or employment:

732 1. Public censure and reprimand.

733 2. A civil penalty not to exceed \$20,000 ~~\$10,000~~.

734 3. Restitution of any pecuniary benefits received because  
735 of the violation committed. The commission may recommend that  
736 the restitution penalty be paid to the agency of the public  
737 officer or employee or to the General Revenue Fund.

738 (e) In the case of a person who is subject to the standards  
739 of this part, other than a lobbyist or lobbying firm under s.  
740 112.3215 for a violation of s. 112.3215, but who is not a public  
741 officer or employee:

742 1. Public censure and reprimand.

743 2. A civil penalty not to exceed \$20,000 ~~\$10,000~~.

744 3. Restitution of any pecuniary benefits received because  
745 of the violation committed. The commission may recommend that  
746 the restitution penalty be paid to the agency of the person or  
747 to the General Revenue Fund.

748 Section 8. Present paragraph (d) of subsection (8) of  
749 section 112.3215, Florida Statutes, is redesignated as paragraph  
750 (e), a new paragraph (d) is added to that subsection, and  
751 paragraph (c) of subsection (8) and subsection (9) of that  
752 section are amended, to read:

753 112.3215 Lobbying before the executive branch or the  
754 Constitution Revision Commission; registration and reporting;



2023774er

investigation by commission.—

(8)

(c) The commission shall investigate any lobbying firm, lobbyist, principal, agency, officer, or employee upon receipt of information from a sworn complaint or from a random audit of lobbying reports indicating that the entity or individual has intentionally failed to disclose any material fact or has knowingly submitted false information in any report required by this section or by rules adopted pursuant to this section ~~a possible violation other than a late-filed report.~~

(d) Notwithstanding paragraphs (a), (b), and (c), the commission may dismiss any complaint or investigation resulting from a random audit of lobbying reports at any stage of disposition if it determines that the public interest is not served by proceeding further, in which case the commission must issue a public report stating with particularity its reasons for the dismissal.

(9) If the commission finds no probable cause to believe that a violation of this section occurred, it must ~~shall~~ dismiss the complaint, whereupon the complaint, together with a written statement of the findings of the investigation and a summary of the facts, becomes ~~shall become~~ a matter of public record, and the commission must ~~shall~~ send a copy of the complaint, findings, and summary to the complainant and the alleged violator. If, after investigating information from a random audit of lobbying reports, the commission finds no probable cause to believe that a violation of this section occurred, a written statement of the findings of the investigation and a summary of the facts becomes ~~shall become~~ a matter of public

2023774er

record, and the commission must ~~shall~~ send a copy of the findings and summary to the alleged violator. If the commission finds probable cause to believe that a violation occurred, it must ~~shall~~ report the results of its investigation to the Governor and Cabinet and send a copy of the report to the alleged violator by certified mail. Such notification and all documents made or received in the disposition of the complaint ~~shall then~~ become public records. Upon a request submitted to the Governor and Cabinet in writing, any person whom the commission finds probable cause to believe has violated ~~any provision of~~ this section shall be entitled to a public hearing. Such person shall be deemed to have waived the right to a public hearing if the request is not received within 14 days following the mailing of the probable cause notification. However, the Governor and Cabinet may on its own motion require a public hearing and may conduct such further investigation as it deems necessary.

Section 9. Paragraph (a) of subsection (11) of section 112.324, Florida Statutes, is amended to read:

112.324 Procedures on complaints of violations and referrals; public records and meeting exemptions.—

(11)(a) Notwithstanding subsections (1)-(8), the commission may dismiss any complaint or referral at any stage of disposition if it determines that the violation that is alleged or has occurred is a de minimis violation attributable to inadvertent or unintentional error. In determining whether a violation was de minimis, the commission shall consider whether the interests of the public were protected despite the violation. ~~This subsection does not apply to complaints or~~

2023774er

813 ~~referrals pursuant to ss. 112.3144 and 112.3145.~~

814       Section 10. Upon this act becoming a law, the Commission on  
815 Ethics shall, as necessary, revise its financial disclosure  
816 forms and instructions and any related rules to conform to this  
817 act. Any such revisions to disclosure forms and instructions  
818 pertaining to the 2022 filing year shall be exempt from the  
819 requirements of chapter 120, Florida Statutes.

820       Section 11. This act shall take effect upon becoming a law.



**CITY OF BELLE ISLE, FLORIDA  
CITY COUNCIL AGENDA ITEM COVER SHEET**

c.

**Meeting Date:** May 16, 2023

**To:** Honorable Mayor and City Council Members

**From:** Interim City Manager Grimm

**Subject:** Discussion on Rules and Procedures of Council

**Background:** In 2018, the City Council approved rules on procedures for meetings and decorum. The Charter of the City of Belle Isle provides for open meetings of the city council at which reasonable opportunity shall be given for citizens to be heard under such rules as the council may provide. The City Charter also provides for the Council to adopt its own Rules of Procedure which were adopted by Resolution 18-16; Amendment 2019.

During the last Council meeting, the Council struggled with clarification on Rosenberg's Rules of Order, and discrepancies with the Rules of Council especially for making motions. The staff requests the City Attorney to provide an overview of the Rules of Council and the Rosenberg Rules of Order.

**Staff Recommendation:** Attorney review of Meeting Protocol.

**Suggested Motion:** Council discussion.

**Alternatives:** na

**Fiscal Impact:** None

**Attachments:** Resolution 18-16 and Adopted Rules  
Amendment 19-06

**RESOLUTION NO. 18-16**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELLE ISLE, FLORIDA, AMENDING  
THE RULES OF PROCEDURE FOR MEETINGS OF THE CITY COUNCIL OF THE CITY OF BELLE  
ISLE; AND PROVIDING AN EFFECTIVE DATE.**

WHEREAS, meetings of the Belle Isle City Council must proceed in the most efficient manner possible; and

WHEREAS, Section 3.08 of the City of Belle Isle Charter states that Council will adopt its own rules of procedure, and:

WHEREAS, from time to time, there has been some lack of clarity as to the procedures for conducting meetings, and

WHEREAS, the City Council of the City of Belle Isle finds that the attached procedures are in the best interests of the City.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BELLE ISLE, FLORIDA, AS FOLLOWS:

**Section 1. Recitals.**

The above recitals are true and correct and are incorporated herein by this reference.

**Section 2. Rules of Procedure.**

The Rules of Procedure attached hereto as Exhibit A, are hereby adopted as reflected in the attachment.

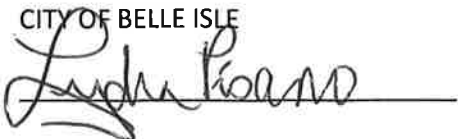
**Section 3. Conflicts.**


In the event of a conflict or conflicts between this Resolution or and any other resolution or provision of law, this Resolution controls to the extent of the conflict, as allowable under the law.


Section 4. Effective Date.

This Resolution shall become effective immediately upon its adoption.

PASSED AND ADOPTED this 4<sup>th</sup> day of December, 2018

CITY OF BELLE ISLE  
  
Lydia Pisano, Mayor

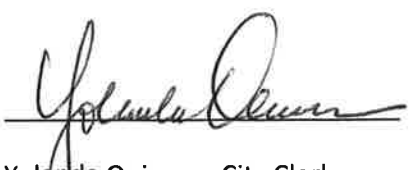
ATTEST   
Yolanda Quiceno, City Clerk

  
APPROVED AS TO FORM AND LEGALITY  
~~FOR USE AND RELIANCE ONLY BY THE CITY~~  
CITY ATTORNEY

STATE OF FLORIDA

COUNTY OF ORANGE

I, YOLANDA QUICENO, CITY CLERK OF BELLE ISLE, FLORIDA, do hereby certify that the above and foregoing Resolution 18-16 was duly and legally passed and adopted by the Belle Isle City Council in session assembled, at which session a quorum of its members were present on the 4<sup>th</sup> day of December 2018.

  
Yolanda Quiceno, City Clerk

S:\DL\Clients\Belle Isle, City of\General B900-29001\Attorney Fee Reimbursement\Resolution adopting attorney fee reimbursement policy.docx

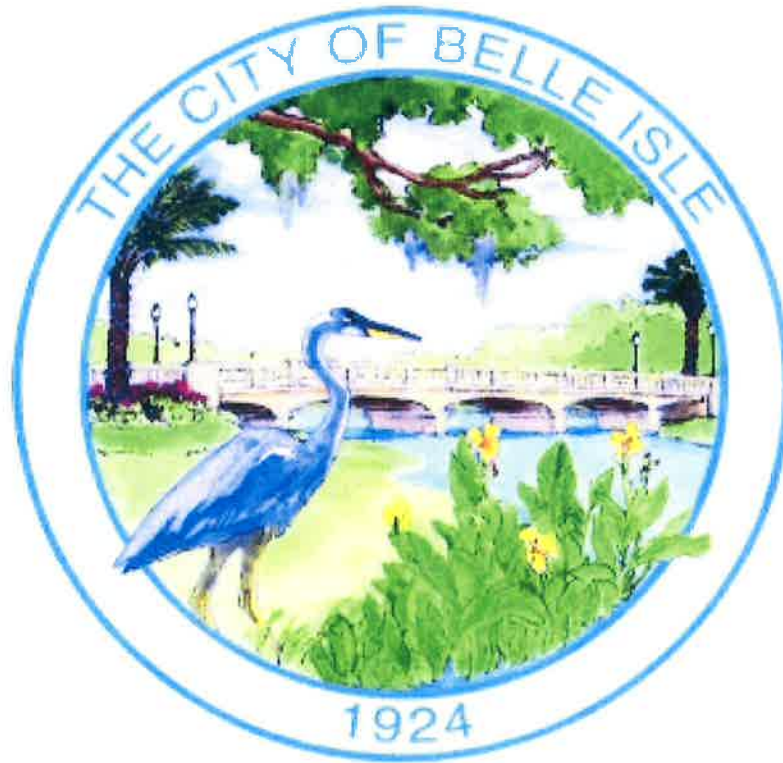
**EXHIBIT A -RESOLUTION NO. 18-16**

**Rules of Procedure for the City Council and the Boards and Committees**

**City of Belle Isle, Florida**



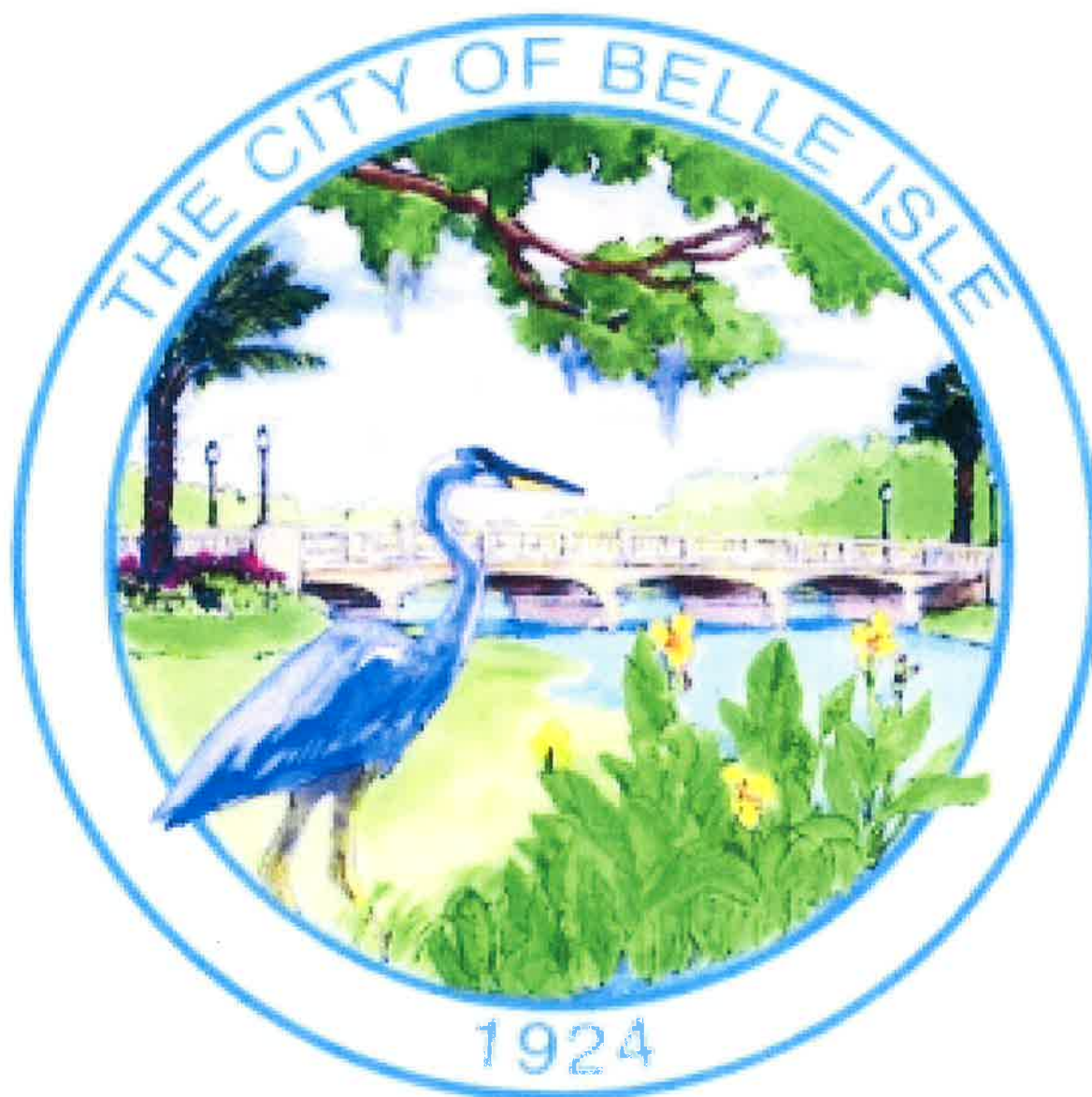
**Exhibit "A":**  
**Municipal Seal of the City of Belle Isle**



S:\DL\Clients\Belle Isle, City of\General B900-29001\City Logo Ordinance\Ordinance re. Municipal Seal.docx

Exhibit A – RESOLUTION 18-16  
Rules of Procedure for the City Council  
and the Boards and Committees  
City of Belle Isle, Florida

---



ARTICLE 1. AUTHORITY, APPLICABILITY, AMENDMENT, AND ANNUAL REVIEW ..... 4

1.1 Authority. .... 4

1.2 Applicability..... 4

1.3 Amendment. .... 4

ARTICLE 2. GENERAL RULES OF PROCEDURE AND POLICIES..... 4

2.1 Construction of Authority. .... 4

2.2 Council/Staff Relationships and Communications.....4

2.3 Meetings Shall Be Public. .... 4

2.4 Conduct of Meetings..... 5

2.5 Regular Meetings. .... 5

2.6 Special/Town Hall Meetings. .... 5

2.7 Emergency Meetings. .... 5

2.8 Work Sessions. .... 5

2.9 Executive Sessions..... 5

2.10 Recessed Meetings. .... 6

2.11 Quorum.....6

2.12 Conflict of Interest. .... 6

2.13 Presiding Officer.....7

2.14 Minutes of Meetings.....7

2.15 Suspension and Amendment of Rules. .... 7

ARTICLE 3. PARLIAMENTARY PROCEDURE..... 8

3.1 Purpose. .... 8

3.2 Model Format for an Agenda Item Discussion. .... 8

3.3 Types of Council Actions..... 9

3.4 The Basic Motions. .... 9

3.5 The Motion to Amend..... 10

3.6 Discussion and Debate..... 10

3.7 Other Motions.....10

3.8 Motions Requiring a Two-Thirds or Supermajority Vote to Pass..... 10

3.9 Motion to Reconsider. .... 11

3.10 Courtesy, Decorum and Order. .... 12

3.11 Enforcement of Rules and Procedures. .... 13

3.12 Council May Discipline its Own Members. .... 14

ARTICLE 4. AGENDA ORDER ..... 14

4.1 Call to Order..... 15

4.2 Invocation/Pledge of Allegiance..... 15

4.3 Presentations and Proclamations. .... 15

4.4 Approval of the Minutes. .... 15

4.5 Consent Agenda Items. .... 15

4.6 Public Hearings..... 15

4.7 Regular Agenda Items. .... 16

4.8 Resident Comments on Non-Agenda Items. .... 16

4.9 City Manager's Reports. .... 16

4.10 Future Agenda Items..... 16

4.11 Executive Session Items. .... 16

4.12 Action on Executive Session Items..... 16

4.13 Adjournment..... 16

ARTICLE 5. WORK SESSION POLICIES AND PROCEDURES ..... 16

5.1 Purpose. .... 17

5.2 Agenda. .... 17

5.3 Technical Questions. .... 17

5.4 Prohibitions Against Formal Actions..... 17

5.5 Audience Comments or Questions. .... 17

ARTICLE 6. RULES GOVERNING RESIDENT COMMENTS ..... 17

6.1 Purpose. .... 17

6.2 Mayor to State Rules for Audience Comments. .... 17

6.3 Rules Governing Resident Comments..... 18

6.4 Preservation of Order. .... 18

ARTICLE 7. BOARDS AND COMMISSIONS ..... 18

7.1 General..... 18

7.2 Meeting Times and Agenda Order..... 19

7.3 Boards with Regulatory Authority. .... 19

7.4 Boards without Regulatory Authority..... 19

7.5 Appointments. .... 19

7.6 Board Members. .... 19

7.7	Open Government Training. ....	19
7.8	Council Liaisons. ....	19
TABLE OF MOTIONS AND POINTS OF ORDER .....		20

## **ARTICLE 1. AUTHORITY, APPLICABILITY, AMENDMENT, AND ANNUAL REVIEW**

### **1.1 Authority.**

Article III, Section 3.08 of the City Charter of the City of Belle Isle, Florida grants the City Council the right to determine its own rules of procedure; the following rules are enumerated under and by authority of said provision.

### **1.2 Applicability.**

The rules of procedure adopted by the City Council are applicable not only to the City Council but shall apply to all other boards, commissions, and committees of the City of Belle Isle.

### **1.3 Amendment.**

These rules may be amended or new rules adopted, by a majority vote of the members of the City Council present.

## **ARTICLE 2. GENERAL RULES OF PROCEDURE AND POLICIES**

### **2.1 Construction of Authority.**

The construction of authority in all matters associated with the meetings and activities of the City Council, including the Agenda, shall be: (1) the U.S. Constitution and statutes of the United States of America; (2) The Florida Constitution and statutes of the State of Florida; (3) the City Charter; (4) the Code of Ordinances of the City of Belle Isle, Florida; (5) these rules; and, (6) Rosenberg's Rules as amended and set forth herein.

### **2.2 Council/Staff Relationships and Communications.**

The Council shall contact City employees through the City Manager. Council Members will refrain from giving orders or direction to any subordinate of the City Manager, either publicly or privately. Work assignments and policy direction should come from the elected body as a whole and not from individual members.

### **2.3 Meetings Shall Be Public.**

All meetings of the City Council shall be public, and notices thereof shall be posted as provided under the Florida State Statutes, Chapter 286, Government-in-the-Sunshine Law. Except in the case of an emergency meeting, notice of all meetings shall be given at least 72 hours before the time set for any meeting. If special accommodations are required, please contact the City Clerk a minimum of 24 hours in advance at 407-851-7730.

### **2.4 Conduct of Meetings.**

Meetings of the City Council shall be conducted according to the rules adopted by the City Council, as well as the terms and provisions of Rosenberg's Rules of Order, as amended herein and when not inconsistent with these rules.

## **2.5 Regular Meetings.**

Regular meetings of the City Council shall be on the first and third Tuesday of each month at 6:30 PM, as the council, may prescribe by rule at the second meeting of April for each coming 12-month term.

Meetings will run until 9:00 PM and then adjourn. Any business not concluded by 9:00 PM will be carried over to the next regularly scheduled meeting unless a motion is passed by the Council to continue. The Council may pass a motion to continue the meeting for up to an additional hour but no longer. The Council will pass a motion to extend the meeting time only for items on the agenda that their approval is time sensitive and cannot be delayed until the next meeting (i.e., contract approval, bids, time-sensitive items from another organization).

The Council may, by majority vote at a regular meeting, change the days or times of meetings as circumstances may necessitate.

## **2.6 Special/Town Hall Meetings.**

Special meetings of the City Council may be called, upon the request of the Mayor or a majority of Council Members. A request for a special meeting shall be filed with the City Manager in written/electronic format unless made at a regular meeting at which a quorum of Council Members present. The City Manager and all Council Members shall be notified of all special meetings.

## **2.7 Emergency Meetings.**

In case of an emergency or urgent public necessity, which shall be expressed in the meeting notice, it shall be sufficient if members receive, and notice is posted two (2) hours before the meeting is convened. Notice shall also be provided to the media in accordance with the Florida Government-in-the-Sunshine Law, Chapter 286.

## **2.8 Work Sessions.**

Work Sessions are called for the purpose of conducting a detailed and thorough exploration of matters that may properly come before the City Council.

## **2.9 Executive Sessions.**

Executive Sessions are sessions closed to the public. They are only permitted for the purpose of discussing matters enumerated in Chapter 286.0113 of the Florida State Statutes. Disclosure of topics to be discussed shall be made to the public in accordance with the requirements of the Open Meetings Act.

The City Council can retire into an Executive Session as stated on a posted agenda during a regular or special meeting if a motion is duly made and seconded and affirmed by a majority of the Council. However, before the said session begins, the presiding officer shall announce that the Executive Session is commencing. The order in which an Executive Session may appear on the agenda is subject to the discretion of the City Council. A certified record of the meeting will be created by the presiding officer or his or her designee, sealed and permanently kept, subject to opening by Court order. No voting or action shall be taken by the City Council during an Executive Session. No other subject but that posted on the agenda is to be considered. Adjournment of the Executive Session and any vote needed shall be made during the open public meeting.



A member of the governmental body who, without lawful authority, knowingly discloses to a member of the public the certified agenda for a meeting that was lawfully closed to the public under the Open Meetings Act is liable for: (a) actual damages; (b) reasonable attorney fees and court costs; and possibly (c) exemplary damages. The presiding officer must certify that the agenda is a true and correct record of the executive session. The certified agenda must include (1) a statement of the subject matter of each deliberation, (2) a record of any further action taken, and (3) an announcement by the presiding officer at the beginning and the end of the closed meeting indicating the time and date.

#### **2.10 Recessed Meetings.**

No meeting shall be recessed for a longer period of time than until the next regular meeting except when required information has not been received, or, in the case of work sessions or special meetings, to a date certain by motion duly passed.

#### **2.11 Quorum.**

A "quorum" is defined as a majority of the governing body unless otherwise defined by applicable law, rule or charter. A quorum of a governmental body's members must be present in order for the governmental body to exercise the authority delegated to it. A quorum of any governmental body must be present to convene an open meeting of that body under the Act.

#### **2.12 Conflict of Interest.**

A Council Member prevented from voting by a conflict of interest shall file a conflict of interest statement with the City Clerk as soon as possible after the posting of an agenda, which contains a conflict, unless an applicable conflict of interest questionnaire has already been filed.

A Council Member prevented from voting by a conflict of interest shall step down from the dais and take a seat in the audience, shall not vote on the matter, shall not participate in discussions regarding the matter or attempt to influence the Council's deliberation of the matter in any way, shall not attend Executive Sessions regarding the matter, and shall otherwise comply with the state law and city ordinances concerning conflicts of interest.

#### **2.13 Presiding Officer.**

The Mayor shall serve as the presiding officer for all meetings of the City Council. In the absence of the Mayor, the Vice-Mayor shall serve as the presiding officer. In the absence of the Vice-Mayor, the City Manager shall call the meeting to order if a quorum of the Council is present and the first order of business shall be for Council to elect by majority vote, a temporary presiding officer from the members then seated and in attendance. The temporary presiding officer shall serve in such capacity until the meeting is adjourned.

The Presiding Officer shall serve as the chair of all meetings and shall make final rulings on all questions pertaining to these rules. All decisions of the Presiding Officer are final unless overruled by the City Council through a Motion to Appeal as described in the City Charter.

The Presiding Officer is entitled to participate in the discussion and debate, but debate but is not entitled to vote on business before the City Council. The Presiding Officer of boards and commissions is



entitled to vote on business before the Board or Commission, and Commission and shall be the person selected by the board or commission as the chair, co-chair, or vice chair. If these persons are not in attendance, the board or commission shall choose a temporary presiding officer from among the members in attendance.

The Mayor, as the Presiding Officer, should follow the principles below:

- “Be on time and start on time.”
- “Be organized. The presiding officer should have a detailed, well-prepared agenda and stick to it.”
- “Be prepared. The presiding officer should be familiar with the procedural rules...”
- “Be a teacher. The presiding officer should keep the group working together by explaining procedure clearly and communicating the next order of business. If a motion is confusing, it is his [her] duty to clarify it. This may mean helping a member rephrase a motion.”
- “Be in control of the floor. The presiding officer should ‘assign’ the floor by recognizing those members who wish to speak by calling them by name. No other member may interrupt or call out remarks without being out of order. The presiding officer should remind such a member that the floor has been assigned and request that his [her] remarks be held until the floor has been assigned to him [her]. In addition, private discussion between members while another has the floor is out of order and disruptive members should be reminded of this rule.”
- “Be impartial. The presiding officer should impartially call on members wishing to speak. He [she] should give members on both sides of an issue an opportunity to speak...”
- “Be composed. The presiding officer should remain calm and objective, keeping the meeting moving.”
- “Be precise. The presiding officer should always restate the motion before taking a vote. After taking the vote, he [she] announces the result of the vote by interpreting the action taken. The presiding officer should always be certain about the results of a voice vote. He [she] may retake the vote by requesting a show of hands on his [her] own accord.”
- “Be focused. The presiding officer should not allow irrelevant discussion. Restate the question and, if necessary, directly request the member to ‘confine remarks to the pending question.’”
- “Be temperate. The presiding officer should use the gavel sparingly, tapping it once to open and close the meeting.”

\* taken from “Roberts Rules in Plain English”

#### **2.14 Minutes of Meetings.**

The City Clerk shall keep an account of all proceedings of the City Council and they shall be open to public inspection in accordance with the laws of the State of Florida.

#### **2.15 Suspension and Amendment of Rules.**

Any provisions of these rules not governed by federal, state law or the City Charter may be temporarily suspended by a majority vote of the City Council and may be amended in a similar fashion if such amendment was introduced at the previous regular meeting of the City Council and shall have received preliminary approval of the City Council at such meeting. For the purpose of this section, preliminary approval shall mean motion and a second with a majority vote to preliminary approve the amendment.

## ARTICLE 3. PARLIAMENTARY PROCEDURE

### 3.1 Purpose.

The purpose of these rules of parliamentary procedure is to establish orderly conduct of the meetings. Simple rules lead to a wider understanding and participation. Complex rules create two classes: (1) those who understand the rules, and (2) those who do not fully understand and those who do not fully participate. The ultimate purpose of these rules of parliamentary procedure is to encourage and facilitate decision-making by the City Council. In a democracy, the majority opinion carries the day.

These rules enable the majority to express their opinion and fashion a result while permitting the minority also to express itself and fully participate in the process.

### 3.2 Model Format for an Agenda Item Discussion.

The council recognizes and appreciates the importance of council discussion at every stage in each process. Debate/discussion is allowed prior to requiring a motion and second. During the debate/discussion, the presider shall call on a member who has not spoken on the issue before recognizing someone who has already spoken.

Council members shall avoid personal remarks directed toward individual council members. The presiding officer shall politely rule all such remarks as out of order. The council should follow the following debate/discussion principles\*:

- “It is a good idea to begin your debate by telling the members which side you are speaking on...”
- “Organize your thoughts. Pay close attention to your delivery. Speak clearly and slowly, project your voice, and say it like you mean it. Organize your thoughts into two or three main points and communicate them during your debate time...Keep focused on the major reasons why you have taken your stand. Consider this as part of your meeting preparation.” *It’s a good idea to bring your concise notes to the meeting with you and actually take notes during the meeting to help you frame your debate/discussion comments.*
- “Only speak when called on” [by the presiding officer].
- “Direct all comments to the chair. Avoid directing comments to another member.”
- “Don’t be disruptive. Side conversations are not allowed.”
- “You can make corrections. If you hear information that you know is inaccurate, you have the right to call attention to the inaccuracy and to have the accurate information shared with the group. ... this must be done politely.”

\* taken from “The Complete Idiot’s Guide to Robert’s Rules”

The following ten steps may be used as a model or guidebook by the presiding officer. The meeting is governed by the agenda and the agenda constitutes the only items to be discussed and to take action on. Each agenda item can be handled by the presiding officer (Mayor) in the following basic format:

1. *Announce the Item.* The Mayor should clearly announce the agenda item number and should clearly state what the subject matter of the agenda item is by reading the caption for the item being considered.
2. *Receive a Report.* The Mayor should call on the appropriate people to report on the item (usually the City Manager), including any recommendation they might have.
3. *Ask Clarifying Questions.* The Mayor should ask the Council Members if they have any technical questions for clarification. At this point, members of the City Council may ask clarifying questions to the people who reported on the item, and they should be given time to respond.

4. *Seek Resident Input.* The Mayor should invite resident comments – or if a public hearing, open the public hearing after a motion, a second and a vote. Upon conclusion, the Mayor should announce that public input is closed, or if a public hearing, make a motion to close the public hearing after close the public hearing.
5. *Motion First.* The Mayor should invite a motion from the City Council after debate is given on the merits of the item. The Mayor should announce the name of the member who makes the motion.
6. *Motion Second.* The Mayor should determine if any member of the City Council wishes to second the motion. The Mayor should announce the name of the member who seconds the motion. If no member of the City Council wishes to second the motion, then the motion fails, and should be so stated by the Mayor.
7. *Repeat Motion.* If the motion is made and seconded, the Mayor should make certain that everyone (including the audience) understands the motion. This is done in three ways:
  - a. The Mayor can ask the maker of the motion to repeat it;
  - b. The Mayor can repeat the motion; or
  - c. The Mayor can ask the City Clerk to repeat the motion.
8. *Ordinance Title Read.* When an ordinance is on the agenda, the City Clerk shall read the title of the ordinance prior to discussion of the ordinance.
9. *Discuss the Motion.* The Mayor should now recognize the members of the City Council to discuss the motion.
  - a. No Council Member shall speak unless recognized by the presiding officer. Council Members will try to limit their remarks to three (3) minutes.
  - b. No Council Member shall speak more than once on the same issue, nor make a motion until every member of the Council has had the opportunity to speak on the issue.
  - c. While a Council Member is speaking, no one shall interrupt him/her except the presiding officer or a member of Council making a point of order.
  - d. If there is no desired discussion, the Mayor may call for a vote. If there has been no discussion or a brief discussion, then there is no need to repeat the motion before taking a vote. If the discussion has been lengthy, it is a good idea to repeat the motion before calling for the vote.
10. *Vote.* The Mayor calls for the vote. A simple majority vote determines whether the motion passes or fails. Unless a member of the Council seeks recusal from voting on any question where the vote would constitute a conflict of interest, all members of the Council, excluding the Mayor, shall vote upon every question, ordinance or resolution. Any Council Member refusing to vote unless so excused shall be entered upon the minutes as voting in the affirmative. Action items require a vote.
11. *Announce the Outcome.* The Mayor announces the results of the vote and should also state what action (if any) the Council has taken. Unless a roll call vote, the Mayor should announce the name of any member who voted in the minority on the motion.

### 3.3 Types of Council Actions

The Council adopts standing policy for the City primarily in three forms: (1) Ordinances; (2) Resolutions; and (3) Voted Council Actions.

#### 1. Ordinances

An ordinance adopted by the Council is a law of the City that may be enforced through the court system. The City Manager or any member of the Council may offer an ordinance for consideration

by the Council. Copies of proposed ordinances are furnished to members of the Council in their agenda packets. Copies of proposed ordinances are made available at City offices and will be furnished to residents upon request to the City Clerk.

A proposed ordinance may be amended, but any ordinance amended in substance must be reconsidered at the next regular meeting, except for ordinances authorizing the issue of bonds or other obligations. The Charter requires that the City codify all general obligations. General ordinances are those ordinances of a permanent or continuing nature that affect the residents of the City at large. The Council may legislate by ordinance only.

### **SCRIPT for Reading an Ordinance**

An Ordinance (Read Title)

**Mayor: This is the time scheduled for the 1<sup>st</sup> (2<sup>nd</sup>) reading of Ordinance (#). Madam Clerk, please read the Ordinance by Title only.**

**Clerk reads the Ordinance.**

**Mayor: The Ordinance was published on the City's website on (Date). If you wish to speak at tonight's hearing, please make sure that you have signed in with the City Clerk.**

(Summary from Staff)

**Is there anyone from the public who wishes to speak?**

*(If no public testimony, go to \*\*\*)*

*(If someone wants to speak):*

**The following are the rules of order for tonight's hearing:**

- 1. No person shall speak without first being recognized by the Mayor.**
- 2. Each person will be allowed FIVE minutes to speak.**
- 3. No person shall be disorderly, abusive, or disruptive of the orderly conduct of the hearing.**
- 4. There shall be no audience demonstrations such as applause, cheering, display, signs or conduct disruptive of the hearing. Such conduct may be grounds for immediate termination of the hearing.**
- 5. No person shall present irrelevant, immaterial, or unduly repetitious oral argument.**
- 6. The Mayor, other Council members, and, with approval of the Mayor, the City Manager or any other officer or employee of the City, may question any person who submits oral argument.**

**We will now take public testimony. Prior to addressing the Council, please state your name and address.**

*(Listen to testimony, when everyone is done):*

**\*\*\*The public hearing on the Ordinance \_\_\_\_ is now closed. City Council will deliberate on the adoption of Ordinance \_\_\_\_.**

## 2. Resolutions

Resolutions do not have the force of law. A resolution is adopted to state a policy or to define in writing the intent of the Council when a law is not necessary. Examples would include a resolution to define the scope and purpose of a Council committee, or a resolution to define the Council's policy on an issue. Resolutions are also used to document Council actions for reference. A list of resolutions is also maintained by the City Clerk.

## 3. Council Actions

In addition to ordinances and resolutions, Council policy may also be set by Council action. Those actions are documented in the minutes of the meeting. Council policy is also supplemented by administrative orders issued by the City Manager and other duly authorized offices of the City, such as clarifications to the personnel manual, or general orders of the police department. All administrative orders must be in conformance with any policies set by the Council.

### 3.4 **The Basic Motions.**

The basic motion is the one that puts forward a decision for consideration. A basic motion might be: "I move approval of the Ordinance as submitted," or "I make a motion that we deny the Resolution."

### 3.5 **The Motion to Amend.**

If a member wants to change a basic motion, he or she would have to motion to amend the original or previously amended motion. A motion to amend might be: "I move that we amend the motion to include the changes we discussed to the Ordinance." A motion to amend seeks to retain the basic motion on the floor (a motion made and seconded), but to modify it in some way. A motion to amend requires the agreement of the person making the original motion. If the basic motion has already been seconded, the motion to amend must be acknowledged and accepted by the member who seconded the basic motion.

### 3.6 **Discussion and Debate.**

The basic rule of motions is that they are subject to discussion and debate. Accordingly, the basic motion and the motion to amend are all eligible, each in their turn for full discussion by and before the City Council. Discussion and debate can continue as long as the members wish to discuss it, or until the Mayor decides that it is time to move on and call a vote on the motion.

### 3.7 **Other Motions.**

There are exceptions to the general rule of free and open debate on motions. The exceptions all apply when there is a desire of the Council to move on. The following motions are NOT debatable, and the Mayor must immediately call a vote on the motion, if seconded by another member.

- *Motion to Adjourn.* This motion, if passed, requires the Council to immediately adjourn to its next regularly scheduled meeting. This motion requires a simple majority vote.
- *Motion to Recess.* This motion, if passed, requires the Council to immediately take a recess. Normally the Mayor will determine the length of the recess, which could last for a few minutes to several hours. It requires a simple majority vote.
- *Motion to Fix the Time to Adjourn.* This motion, if passed, requires the Council to adjourn the meeting at the specific time set in motion. For example, "I move we adjourn this meeting at Midnight." It requires a simple majority vote.
- *Motion to Table.* This motion, if passed, requires discussion of the agenda item to be halted immediately, and the agenda to be placed on hold. The motion may contain a specific time to

bring the item up again, or it may not specify a time. If no time is specified, the item shall be placed on the agenda at the following Council meeting.

- *Motion to Remove from Table.* This motion, if passed, allows the Council to remove an item previously placed on hold. A vote in favor of removing an item from the table must be made before the Council can take action on an item that was tabled.
- *Motion to Limit Debate.* This motion is sometimes referred to as, “moving the question” or, “calling the question.” When a member of the Council makes such a motion, the member is saying, “I have had enough discussion, let’s vote on the issue.” When such a motion is made, the Mayor should ask for a second, stop the discussion and vote on the motion to limit debate. The motion requires two-thirds or super majority vote to pass. Meaning, the number of Council Members voting for the motion must equal four or more.
- *Motion to Object to the Consideration of an Item.* This motion, if passed, precludes the City Council from even considering the item on the agenda. It does not preclude the item from appearing on a future agenda. (Normally, this motion is unnecessary, because the objectionable item can be defeated outright or tabled.)
- *Motion to Suspend the Rules.* This motion allows the Council to suspend its own rules for a particular purpose. For example, the Council may desire to give a particular speaker more time than normally allowed. A “motion to suspend the rules and give the speaker ten additional minutes,” accomplishes this desire.

### **3.8 Motion to Reconsider.**

There is a special motion that requires a bit of explanation all by itself: the motion to reconsider. A tenet of parliamentary procedure is finality. After vigorous discussion, debate and a vote, there must be some closure to the issue. As such, after a vote is taken, the matter is deemed closed, subject only to reopening if a proper motion to reconsider is made.

A motion to reconsider requires a simple majority vote to pass, but there are two special rules that apply only to the motion to reconsider.

The first issue involves timing. A motion to reconsider must be made at the meeting where the item was first voted upon or at the very next meeting (if properly noticed and on the posted agenda). A motion to reconsider made at a later time is considered untimely, and it may not be considered unless the Council suspends the rules to consider it.

Secondly, the motion to reconsider can only be made by a member of the Council who voted in the majority on the original motion. The motion to reconsider may be seconded by any member of the City Council regardless of how they voted on the original motion. If a member of the Council who voted in the minority on the original motion seeks to make a motion to reconsider, it MUST be ruled out of order by the Mayor. The purpose of this rule is finality. If a member of the minority could make a motion to reconsider, then the item could be brought back again and again, which would defeat the purpose of finality.

If a motion to reconsider passes, then the original matter is back before the Council, and a new original motion is in order. The matter may be discussed as if it were on the floor for the first time.

### 3.9 Courtesy, Decorum and Order.

These rules of order are meant to promote an atmosphere of courtesy and decorum appropriate for the efficient discussion of business. It is the responsibility of the Mayor (and the members of the City Council) to maintain that atmosphere of courtesy and decorum. The Mayor should always ensure that debate and discussion focus on the item and the policy in question, not on the personalities of the participants of the discussion. Debate on policy is healthy; debate on personalities is not. In order to assist in the creation and maintenance of that atmosphere the following rules shall govern all meetings:

1. *Request to Speak.* Before a Council Member, staff member or an audience member may speak, they must first be recognized by the Mayor. Upon recognition, the person requesting to speak shall hold the floor and shall make their point clearly and succinctly. Public comments must be kept relevant to the subject before the Council. The Mayor shall rule on the relevance of the comments. Persons making irrelevant, personal, impertinent, overly redundant or slanderous remarks may be barred by the Mayor from the further comment before the Council during the meeting. Audience members who wish to speak during an agenda must first complete a Citizen Comment Request Form and submit it to the City Clerk. The Mayor has the right to cut a speaker off if the discussion becomes too personal, too loud, too crude, irrelevant, impertinent, redundant, or slanderous.
2. *Order.* If a person fails to request to speak before speaking, the Mayor shall rule them Out of Order and remind them that they do not have the floor. While the Council is in session, all Council Members must preserve order and decorum. A person shall neither, by conversation or otherwise, delay or interrupt the proceedings or the peace of the meeting, nor disturb any other person while speaking or refuse to obey the orders of the Mayor. Members of the City Council should not leave their seats during a meeting without first obtaining the permission of the Mayor, or making a Motion to Recess.
3. *Improper References Prohibited.* Every person desiring to speak shall address the entire Council and shall not single out a member of the Council, the audience or a staff member. Speakers shall confine themselves to the question under debate, avoiding all personal attacks and indecorous language.
4. *Interruptions.* A Council Member, once recognized, shall not be interrupted when speaking unless it is to call him or her to order, or other such interruption expressed below. If the Council Member, while speaking, is called to order, he or she shall cease speaking until the question of order is determined, and if the Council Member is found to be in order, he or she shall be permitted to proceed to speak. Allowable interruptions or, points of order are as follows:
  - a. *Point of Privilege.* The proper interruption would be: "Point of Privilege." The Mayor would then ask the interrupter to, "state your point." Appropriate points of privilege relate to anything that would interfere with the normal comfort of the meeting. For example, the room might be too hot or cold, or a fan motor might interfere with a Council Members ability to hear.
  - b. *Point of Order.* The proper interruption would be: "Point of Order." The Mayor would then ask the interrupter to, "state your point." Appropriate points of order related to anything that would not be considered the appropriate conduct of the meeting. For example, if the Mayor called for a vote on a motion that permits debate without allowing any discussion.
  - c. *Motion to Appeal.* If the Mayor makes a ruling that a member of the body disagrees with, then that member may appeal the ruling of the Mayor by stating, "motion to



appeal.” If the motion is seconded and after the debate if it passes by a simple majority vote, the ruling of the Mayor is reversed.

- d. *Call for orders of the day.* This is simply another way of saying, “let’s return to the agenda.” If a Council Member believes the discussion has strayed from the agenda. The motion does not require a vote. If the Mayor discovers that the discussion has strayed from the agenda, he or she simply returns to the business of the day.
- e. *Withdraw a Motion.* During the debate and discussion of motion, the original maker of the motion on the floor, at any time, may interrupt the speaker to withdraw his or her motion. The motion is immediately deemed withdrawn, and discussion on the motion shall cease. Council Members are free to make the same motion or another motion.

### **3.10 Enforcement of Rules and Procedures.**

The following provisions may be used to enforce the good order and decorum of the meeting. The action may be taken by the Mayor under his or her own action, or upon a Motion to Enforce by any Council Member.

1. *Warning.* The Mayor may order any person (Council Member, staff member or audience member) in violation of these rules to be silent.
2. *Removal.* If, after receiving a warning from the Mayor, the person continues to disturb the meeting or breach the peace and good order of the meeting, the Mayor may order the person to leave the meeting. If the person does not leave the room, the Mayor may order the Sergeant-at-Arms to remove the person.
3. *Sergeant-at-Arms.* The Sergeant-at-Arms shall be the highest-ranking police officer in attendance at the Council Meeting or such other officer designated by the Chief of Police for that purpose. Upon instruction of the Mayor, it shall be the duty of the Sergeant-at-Arms to remove from the meeting any person who intentionally disturbs the proceedings of the City Council. A violation of these rules may be deemed an attempt to disrupt, obstruct, and/or interfere with a lawful meeting and subject the violator to prosecution under state law for disrupting a lawful meeting. (FS 877.03)
4. *Resisting Removal.* Any person who resists removal by the Sergeant-at-Arms may be charged with violating FS 843.02.
5. *Motion to Enforce.* Any Council Member may move to require the Mayor to enforce these rules and the affirmative vote of a simple majority of the Council shall require the Mayor to do so. A motion to enforce is an allowable interruption and is not debatable.

### **3.11 Council May Discipline its Own Members.**

In the event a Council Member violates the Charter, these rules or any other Ordinance of the City, or acts in a manner that causes embarrassment or disgrace to the City of Belle Isle, the City Council on majority vote may discipline the offending member, including the Mayor.

The offending member shall be present at the meeting to answer any questions asked by members of the City Council or make other statements as he or she may desire to make in his or her defense. If the offending member refuses to attend the meeting after being notified, the remaining members of the City Council may proceed in his or her absence.



The outcome of the meeting may be as follows and shall be made publicly in Open Session in accordance with the Florida Open Meetings Act:

1. *No Action*. The City Council chooses to take no action.
2. *Public Censure*. The City Council may choose to publicly censure the offending member through a resolution passed by majority vote and entered into the public record.

#### **ARTICLE 4. PACKET PREPARATION, POSTING AND AGENDA ORDER**

The City Manager, with input from the Mayor and City Clerk, shall prepare an agenda and meeting packet and cause the same to be posted a minimum of 96 hours prior to the meeting. Agenda packets shall be delivered to the City Council, in the format requested by each Council Member, on or before 6:00 PM of the day of the posting, or within such other times as established by the City Council from time to time. In the event of an emergency meeting of the City Council, this provision shall be suspended when not inconsistent with the provisions of federal or state law or the City Charter.

Council Members may request an item to be included on a future agenda. For an item to be included, requests must be submitted to the City Manager's Office at City Hall by 12:00 noon on the seventh (7th) calendar day preceding the date of the regular meeting.

##### **4.1 Packet Preparation and Posting**

1. Preparation of the Packet. Not later than the sixth day prior to said meeting, the City Clerk shall prepare the packet, which shall include the agenda plus all its corresponding duplicated agenda items. Reports carried over Unfinished Business need not be reproduced again.
2. Distribution and Posting of Agenda.
  - a. The City Clerk shall post each agenda of the City Council regular meeting no later than six days prior to the meeting and shall post each agenda of a special meeting at least 24 hours in advance of the meeting in the official bulletin board. The City Clerk shall maintain an affidavit indicating the location, date and time of posting each agenda.
  - b. The City Clerk shall also post agendas and packet materials and annotated agendas of all City Council meetings and notices of public hearings on the City's website.
  - c. No later than six days prior to a regular meeting, copies of the agenda packet shall be emailed by the City Clerk to any resident of the City of Belle Isle who so requests in writing.
3. Distribution of the Agenda Packet. The Agenda Packet shall consist of the Agenda and all supporting documents for agenda items. No later than six days prior to a regular meeting, the City Clerk shall:
  - a) distribute the Agenda Packet to the Mayor, each Council member and City Manager;
  - b) post the Agenda Packet to the City's website;
  - c) place viewing copy of the Agenda Packet with the Receptionist;
  - d) make the Agenda Packet available to members of the press (if requested), and
  - e) make copies of the Agenda Packet available to the public (standard copy rates will apply).
4. Failure to Meet Deadlines.

- a) The City Clerk shall not accept any agenda item or revised agenda item after the deadlines established.
- b) Matters not included on the published agenda may be discussed and acted upon as otherwise authorized by State law or providing the Council finds one of the following conditions is met:
  - A majority of the Council determines that the subject meet the criteria of "Emergency".
  - A majority of the Council determines that there is a need to take immediate action and that the need for action came to the attention of the City subsequent to the posting of the agenda.
- c) Matters listed on the printed agenda but for which support materials are not received by the City Council on the fifth day prior to the said meeting as part of the agenda packet, shall not be discussed or acted upon.

#### **4.2 Call to Order.**

The Mayor shall call the meeting to order.

#### **4.3 Invocation/Pledge of Allegiance**

All meetings of the City Council shall begin with an invocation and the Pledge of Allegiance to the United States flag.

#### **4.4 Presentations and Proclamations.**

The Mayor shall make any presentation or deliver any proclamation as may be required from time to time. Outside entities and organizations granted permission to make a presentation shall be placed in this section.

#### **4.5 Citizen Comments.**

Persons desiring to address the Council must complete and provide to the City Clerk a yellow "Request to Speak" form located by the door. After being recognized by the Mayor, persons are asked to come forward and speak from the lectern, state their name and address, and direct all remarks to the Council as a body and not to individual members of the Council, staff or audience. Citizen comments and each section of the agenda where public comment is allowed are limited to three (3) minutes. Citizens may "donate" their time to another speaker; however, the total time given to any one speaker will be no more than ten (10) minutes unless a motion is passed by Council to allow more time. Questions will be referred to staff and should be answered by staff within a reasonable period of time following the date of the meeting. Order and decorum will be preserved at all meetings. Personal, impertinent or slanderous remarks are not permitted.

#### **4.6 Consent Agenda Items.**

There is hereby established, as a part of every agenda for Regular and/or Special Called Meetings of the City Council, a portion of said agenda that shall be labeled "Consent Agenda." Said Consent Agenda may consist of any and all business regularly coming before the City Council including minutes of prior Council meetings.

All items set out in the Consent Agenda shall be deemed passed upon passage of an affirmative motion, by a vote of the majority of the members of the City Council then seated, that the Consent Agenda be

adopted. No further action shall be deemed necessary, and all such items appearing on the Consent Agenda, upon passage of such motion, shall be deemed adopted as if voted upon separately and as if the caption and/or body of any ordinance therein set out shall have been read in full.

Any member of the City Council may request during the *Consider Approval of the Consent Agenda* segment, that an item be removed from the Consent Agenda and considered separately. Such request shall be honored as if it had been passed by majority vote. If any item was removed from the Consent Agenda, it will be considered immediately following approval of the remainder of the Consent Agenda.

#### **4.7 Public Hearings.**

This section is only used when a statutorily required public hearing is part of the order of business. The Mayor shall first request staff comments. The Mayor shall make a motion to open the public hearing, receive a second, then open the public hearing to receive resident input in the following order: proponents, then opponents, the neutral. While the public hearing is open, Council may ask questions of the speakers, but may not deliberate or argue with the public on the matter at hand. Those speaking at a public hearing are required to follow the rules established herein for resident comments. Upon conclusion of resident comments, the Mayor shall close the public hearing, unless Council Members have a reason for continuing at which time council members may motion, second, then vote to not close the public hearing. Council may deliberate or take action on the matter at hand upon the closing of the public hearing. The following script may be used by the Mayor for public hearings:

#### **Script for Public Hearing**

**This is the time scheduled for a public hearing regarding (subject of hearing). The hearing was published on the City's website on (DATE) (and/or in the Orlando Sentinel on (DATE), if so published). If you wish to speak at tonight's hearing, please make sure that you have completed a yellow speaker card and presented it to the City Clerk.**

**The City Council conducts public hearings and proceedings in a way that is fair and unbiased in both appearance and fact. I will now ask the members of the Council:**

- **Does any Commissioner have any interest in the property or the application?**
- **Does any Commissioner own property within 300 feet of the property subject to the application?**
- **Does any Commissioner stand to gain or lose any financial benefit as a result of the outcome of the hearing?**
- **Can any Commissioner not hear and consider the application in a fair and objective manner?**
- **Has any Commissioner engaged in any ex parte communications with either proponents or opponents of the application and, if so, ask them to place on the record the substance of any such communications so that interested parties have the opportunity at the hearing to rebut the communications?**

**I will now ask if any members of the audience wish to challenge and member of the governing body on the appearance of fairness and the reasons for the challenge. (Any member challenged should be given the opportunity to either disqualify or refuse to disqualify him- or herself. Any member disqualified based on the appearance of fairness must leave the hearing room and must not participate further concerning the**

application.)

At the end of questioning, the Mayor will also declare the same as above.

(If needed) I will now ask the City Clerk to administer the oath to all those who may testify, or as a group.

We will now hear the Staff Report.

We will now hear from the Applicant

We will now take public testimony from those who have submitted yellow cards.

*(If no yellow cards were submitted)* Is there anyone from the public who wishes to speak?

*(If no public testimony, go to \*\*\*)*

*(If someone wants to testify):*

The following are the rules of order for tonight's hearing:

7. No person shall speak without first being recognized by the Mayor.
8. All speakers must speak into the microphone and give their names and addresses.
9. All comments will be addressed only to the City Council.
10. Each person will be allowed FIVE minutes to speak.
11. No person shall "donate" their time to another speaker.
12. No person shall be disorderly, abusive, or disruptive of the orderly conduct of the hearing.
13. There shall be no audience demonstrations such as applause, cheering, display, signs or conduct disruptive of the hearing. Such conduct may be grounds for immediate termination of the hearing.
14. No person shall present irrelevant, immaterial, or unduly repetitious oral argument.
15. The Mayor, other Council members, and, the City Manager or any other officer or employee of the City, may question any person who submits oral argument.

We will now take public testimony. Prior to addressing the Council, please state your name and address. Testimony will be heard in the following order:

1. Those in favor
2. Those in opposition
3. Those neither in favor nor in opposition

*(Listen to testimony, when everyone is done):*

Any rebuttal by staff or applicant

\*\*\*The public hearing on (subject) is now closed. City Council will deliberate on the issue.

#### 4.8 Ex-Parte Communications.

In all quasi-judicial hearings, all rulings must be based only upon the evidence presented at the hearing. In accordance with Section 286.0115(1), Florida Statutes, ex parte communications with City Commissioners or Board members in quasi-judicial matters is permissible, and the adherence to the following procedures shall remove the presumption of prejudice arising from ex parte communications with City Commissioners or Board members:

1. The substance of any ex parte communication with a City Commissioner or Board member which relates to a quasi-judicial action pending before the Commission or Board is not presumed prejudicial to the action if the subject of the communication and the identity of the person, group, or entity with whom the communication took place is disclosed and made a part of the record before the final action on the matter.
2. A City Commissioner or Board member may read a written communication from any person. However, a written communication that relates to a quasi-judicial action pending before the Commission or Board shall not be presumed prejudicial to the action, and such written communication shall be made a part of the record before final action on the matter.
3. City Commissioners or Board members may conduct investigations and site visits and may receive expert opinions regarding quasi-judicial action pending before them. Such activities shall not be presumed prejudicial to the action if the existence of the investigation, site visit, or expert opinion is made a part of the record before final action on the matter.

Disclosure made pursuant to subparagraphs 1, 2 and 3 **must be made before or during the public meeting at which a vote is taken on such matters** so that persons who have opinions contrary to those expressed in the ex parte communication are given a reasonable opportunity to refute or respond to the communication.

#### **4.9 Regular Agenda Items.**

Items for individual consideration will be listed as “Unfinished Business,” which are those items that final action has not yet been taken, and “New Business” which are items that are appearing before Council for the first time. Items shall be considered by the City Council individually and approved by a simple majority vote.

#### **4.10 City Attorney’s Report.**

This section is used for routine reports and announcements provided by the City Attorney to the Council. It also is an opportunity for Council to ask questions of the City Attorney related to legal questions, project status, and clarifications.

#### **4.11 City Manager’s Report.**

This section is used for routine reports and announcements provided by the City Manager to the Council. It also is an opportunity for Council to ask questions of the City Manager related to project status and clarifications.

#### **4.12 Mayor’s Report.**

This section is used for *reports and* announcements provided by the Mayor to the Council. It also is an opportunity for Council to ask questions of the Mayor.

#### **4.13 City Council Reports.**

This section is used for reports and announcements provided by each Council member. The

Council may request future items to be placed on a future agenda at this time. An additional member of the Council must concur with a request for an item to be placed on a future agenda. No discussion or deliberation of the items may take place at this time.

#### **4.14 Adjournment.**

The Mayor shall adjourn the meeting upon passage of the appropriate motion.

### **ARTICLE 5. WORK SESSION POLICIES AND PROCEDURES**

#### **5.1 Purpose.**

City Council may call and hold Work Sessions for the purpose of conducting a detailed and thorough exploration of matters that may properly come before the City Council. The following rules shall prevail for the call and conduct of Work Session meetings.

#### **5.2 Agenda.**

Only a limited number of matters shall be considered by the City Council during a Work Session, and sufficient time for consideration of such matters shall be provided. An abbreviated agenda order shall be used for all Work Session agendas.

#### **5.3 Technical Questions.**

All questions of a technical nature, which require a detailed explanation for understanding, may be considered in a Work Session. The council may, through the City Manager, request the attendance of such staff members or outside experts as may be required to answer such questions.

#### **5.4 Prohibitions Against Formal Actions.**

No formal actions may be taken at a Work Session. The council may provide staff direction on the matter being considered and ask that the item be placed on a Regular or Special Called Meeting agenda for formal action.

#### **5.5 Audience Comments or Questions.**

Audience comments or questions will not be considered at a Work Session unless by a consensus of the Council.

### **ARTICLE 6. RULES GOVERNING CITIZEN COMMENTS**

#### **6.1 Purpose.**

It is the desire of the City Council to hear from the residents of Belle Isle and to stimulate discussion and offer a forum for a cordial and meaningful public debate on matters that are properly a concern of the City Council. The following rules shall control and govern audience comments.

#### **6.2 Mayor to State Rules for Citizen Comments.**

Immediately preceding the opening of a public hearing, or resident input on an agenda item, or to receive comments on non-agenda items, the Mayor shall summarize the rules governing comments from the

audience. The Mayor may direct the City Clerk to publish the rules in the Council Chambers.

### **6.3 Rules Governing Citizen Comments.**

1. If a large number of residents wish to comment, the Mayor may set a limit on the amount of time devoted to citizen comments and the amount of time allowed for each citizen. It is suggested that a maximum of 30 minutes will be devoted to receiving comments from the public on agenda items. Each speaker is limited to a maximum timed limit of three minutes.
2. Citizens may “donate” their time to another speaker; however, the total time given to any one speaker will be no more than ten (10) minutes unless a motion is passed by Council to allow more time.
3. No individual may address the Council without submitting a Citizen Comment Request Form. The form must clearly state the subject or issue on which the resident wishes to speak. If the subject matter does not pertain to city business, the Mayor shall advise the individual and/or make recommendations as to how they may get the issue addressed.
4. Residents speaking on agenda items shall restrict their comments to the subject matter listed.
5. Residents speaking on non-agenda items shall only speak on matters pertaining to city business or issues which the Council would have the authority to act upon if brought forth as an agenda item.
6. Council may not act upon or discuss any issue brought forth as a non-agenda item; except to:
  - a. Make a statement of specific factual information given in response to the inquiry, or
  - b. A recitation of existing policy in response to the inquiry.

Any deliberation of or decision about the subject of the inquiry shall be limited to a proposal to place the subject on the agenda for a subsequent meeting, or direct staff to review.
7. Proper respect, decorum, and conduct shall prevail at all times. Impertinent, slanderous, or personal attacks are strictly prohibited, and violators may be removed from the Council Chambers.
8. No placards, banners or signs may be displayed in the Council Chambers or City Hall. Exhibits relating to a presentation are acceptable.
9. Arguing, intimidation or other disruptive behavior is prohibited. Discussion and/or debate are acceptable only on items specifically listed on the agenda.
10. Unauthorized remarks from the audience, stomping of feet, applauding, whistles, yells, or any type of disruptive behavior is prohibited. Applause of appreciation may be acceptable when recognizing a significant event or achievement.
11. Council meetings are the workplace to carry out the business of the City of Belle Isle; therefore, any conduct that could constitute harassment in the workplace is prohibited.
12. In all cases, the Mayor shall preside over the Council meeting and ensure that proper conduct and decorum is adhered to.

### **6.4 Preservation of Order.**

The Mayor shall preserve order and decorum and, if necessary, shall cause to be silenced or removed from the Council Chambers any person speaking out of order or disrupting the order of the meeting.

## **ARTICLE 7. BOARDS AND COMMISSIONS**

### **7.1 General.**



Boards and commissions are created under the powers of the City Council as outlined in the City of Belle Isle Charter. Ad hoc boards may be temporarily appointed and terminate upon completion of a specific task or special purpose for which it was created, or when abolished by a majority vote of the City Council. No ad hoc board shall have powers other than advisory to the City Council.

## **7.2 Meeting Times and Agenda Order.**

Boards, commissions, and committees shall set their own meeting times. All boards, commissions, and committees shall be subject to these rules. Each board, commission, and committee shall set their own agenda, so long as it is in accordance with the Florida Open Meetings Act.

## **7.3 Boards with Regulatory Authority.**

The Planning and Zoning Commission has regulatory authority.

## **7.4 Boards without Regulatory Authority.**

The Tree Advisory Committee and Special Events Committee do not have regulatory authority.

## **7.5 Appointments.**

The City Council will review applications and or interview eligible applicants for open positions on boards and commissions.

## **7.6 Board Members.**

Members appointed to boards or commissions serve at the will of the Council and may be removed, replaced, or not reappointed at the discretion of the Council, by majority vote, with or without cause. When conducting the business of the City, appointed members of all boards or commissions shall follow the rules of procedure set forth for the City Council.

## **7.7 Open Government Training.**

Upon initial appointment, within 90 days of taking the oath of office or assuming duties, all board, commission, and or committee members shall be required to watch the Florida Public Information Act and the Florida Open Meetings Act training videos as provided by the City Clerk.

## **7.8 Council Liaisons.**

One Council Member may be appointed as the Council Liaison to the City Boards and Commissions. Council liaisons will be appointed by Council with consideration given to applicable expertise. Council liaisons may attend but are not required to attend, the meetings of the boards or commissions to which they have been appointed as liaison. Board and commission members may contact their Council liaison concerning items of concern or interest with regard to their appointed board.



## TABLE OF MOTIONS AND POINTS OF ORDER

MOTION/ORDER	REQUIRES SECOND	DEBATABLE	AMENDABLE	VOTE TYPE
Basic Motion	Yes	Yes	Yes	Simple
Motion to Amend	*	No	Yes	N/A
Motion to Adjourn	Yes	No	No	Simple
Motion to Recess	Yes	No	Yes	Simple
Motion to Fix the Time to Adjourn	Yes	No	No	Simple
Motion to Table	Yes	No	No	Simple
Motion to Limit Debate	Yes	No	No	Super
Motion to Object to the Consideration of an Item	Yes	No	No	Super
Motion to Suspend Rules	Yes	No	No	Super
Motion to Reconsider	Yes	Yes	Yes	Simple
Point of Privilege	No	No	No	N/A
Point of Order	No	No	No	N/A
Motion to Appeal	Yes	Yes	No	Simple
Call for Orders of the Day	No	No	No	N/A
Withdraw a Motion	No	No	No	N/A
Motion to Enforce	Yes	No	No	Simple

\* For the purposes of these rules, Amendments are not debatable and only require the approval of the member who made the original motion. An amendment to an amendment, requires first the approval of the member who made the original amendment and secondly the approval of the member who made the original motion.

# *Rosenberg's Rules of Order:* Simple Parliamentary Procedures for the 21st Century





## MISSION:

*To restore and protect local control for cities through education and advocacy to enhance the quality of life for all Californians.*

## VISION:

*To be recognized and respected as the leading advocate for the common interests of California cities.*



### About the League of California Cities

Established in 1898, the League of California Cities is a member organization that represents California's incorporated cities. The League strives to protect the local authority and autonomy of city government and help California's cities effectively serve their residents. In addition to advocating on cities' behalf at the state capitol, the League provides its members with professional development programs and information resources, conducts educational conferences and research, and publishes *Western City* magazine.

### About *Western City* Magazine

*Western City* is the League of California Cities' monthly magazine. *Western City* provides lively, interdisciplinary analyses of issues affecting local governance. Its goal is to offer immediately practical ideas, information and bigger-picture policy issues and trends. For more information, visit [www.westerncity.com](http://www.westerncity.com).

"Rosenberg's Rules of Order" first appeared in *Western City* magazine in August and September 2003.

### About the Author

Dave Rosenberg is an elected county supervisor representing the 4th District in Yolo County. He also serves as director of community and intergovernmental relations, director of operations, and senior advisor to the governor of California. He has served as a member and chair of numerous state and local boards, both appointed and elected, and also served on the Davis City Council for 12 years, including two terms as mayor. He has taught classes on parliamentary procedure and has served as parliamentarian for large and small governing bodies. In the fall of 2003, Gov. Davis appointed Rosenberg as a judge of the Yolo County Superior Court.

# Rosenberg's Rules of Order: Simple Parliamentary Procedures for the 21st Century

by Dave Rosenberg

**T**he rules of procedure at meetings should be simple enough for most people to understand. Unfortunately, that hasn't always been the case. Virtually all clubs, associations, boards, councils and bodies follow a set of rules, *Robert's Rules of Order*, which are embodied in a small but complex book. Virtually no one I know has actually read this book cover to cover.

Worse yet, the book was written for another time and purpose. If you are running the British Parliament, *Robert's Rules of Order* is a dandy and quite useful handbook. On the other hand, if you're running a meeting of a five-member body with a few members of the public in attendance, a simplified version of the rules of parliamentary procedure is in order. Hence, the birth of "Rosenberg's Rules of Order."

This publication covers the rules of parliamentary procedure based on my 20 years of experience chairing meetings in state and local government. These rules have been simplified and slimmed down for 21st century meetings, yet they retain the basic tenets of order to which we are accustomed.

"Rosenberg's Rules of Order" are supported by the following four principles:

1. **Rules should establish order.** The first purpose of the rules of parliamentary procedure is to establish a

framework for the orderly conduct of meetings.

2. **Rules should be clear.** Simple rules lead to wider understanding and participation. Complex rules create two classes: those who understand and participate and those who do not fully understand and do not fully participate.
3. **Rules should be user-friendly.** That is, the rules must be simple enough that citizens feel they have been able to participate in the process.
4. **Rules should enforce the will of the majority while protecting the rights of the minority.** The ultimate purpose of the rules of procedure is to encourage discussion and to facilitate decision-making by the body. In a democracy, the majority rules. The rules must enable the majority to express itself and fashion a result, while permitting the minority to also express itself (but not dominate) and fully participate in the process.

## The Chairperson Should Take a Back Seat During Discussions

While all members of the governing body should know and understand the rules of parliamentary procedure, it is the chairperson (chair) who is charged with applying the rules of conduct. The chair should be well versed in those

rules, because the chair, for all intents and purposes, makes the final ruling on the rules. In fact, all decisions by the chair are final unless overruled by the governing body itself.

Because the chair conducts the meeting, it is common courtesy for the chair to take a less active role than other members of the body in debates and discussions. This does *not* mean that the chair should not participate in the debate or discussion. On the contrary, as a member of the body, the chair has full rights to participate in debates, discussions and decision-making. The chair should, however, strive to be the last to speak at the discussion and debate stage, and should not make or second a motion unless he or she is convinced that no other member of the body will do so.

## The Basic Format for an Agenda Item Discussion

Formal meetings normally have a written, published agenda; informal meetings may have only an oral or understood agenda. In either case, the meeting is governed by the agenda and the agenda constitutes the body's agreed-upon road map for the meeting. And each agenda item can be handled by the chair in the following basic format.

**First**, the chair should clearly announce the agenda item number and should clearly state what the subject is. The chair should then announce the format that will be followed.

**Second**, following that agenda format, the chair should invite the appropriate people to report on the item, including any recommendation they might have. The appropriate person may be the chair, a member of the governing body,

---

There are exceptions to the general rule of free and open debate on motions. The exceptions all apply when there is a desire to move on.

---

a staff person, or a committee chair charged with providing information about the agenda item.

**Third**, the chair should ask members of the body if they have any technical questions for clarification. At this point, members of the governing body may ask clarifying questions to the people who reported on the item, and they should be given time to respond.

**Fourth**, the chair should invite public comments or, if appropriate at a formal meeting, open the meeting to public input. If numerous members of the public indicate a desire to speak to the subject, the chair may limit the time of each public speaker. At the conclusion of the public comments, the chair should announce that public input has concluded (or that the public hearing, as the case may be, is closed).

**Fifth**, the chair should invite a motion from the governing body members. The chair should announce the name of the member who makes the motion.

**Sixth**, the chair should determine if any member of the body wishes to second the motion. The chair should announce the name of the member who seconds the motion. It is normally good practice for a motion to require a second before proceeding with it, to ensure that it is not just one member of the body who is interested in a particular approach. However, **a second is not an absolute requirement, and the chair can proceed with consideration and a vote on the motion even when there is no second.** This is a matter left to the discretion of the chair.

**Seventh**, if the motion is made and seconded, the chair should make sure everyone understands the motion. This is done in one of three ways:

1. The chair can ask the maker of the motion to repeat it;
2. The chair can repeat the motion; or
3. The chair can ask the secretary or the clerk of the body to repeat the motion.

**Eighth**, the chair should now invite discussion of the motion by the members of the governing body. If there is no desired discussion or the discussion has ended, the chair should announce that the body will vote on the motion. If there has been no discussion or a very brief discussion, the vote should proceed immediately, and there is no need to repeat the motion. If there has been substantial discussion, it is normally best to make sure everyone understands the motion by repeating it.

---

Debate on policy is healthy; debate on personalities is not. The chair has the right to cut off discussion that is too personal, too loud or too crude.

---

**Ninth**, the chair takes a vote. Simply asking for the “ayes” and then the “nays” is normally sufficient. If members of the body do not vote, then they “abstain.” Unless the rules of the body provide otherwise or unless a super-majority is required (as delineated later in these rules), a simple majority determines whether the motion passes or is defeated.

**Tenth**, the chair should announce the result of the vote and should announce what action (if any) the body has taken. In announcing the result, the chair should indicate the names of the members, if any, who voted in the minority on the motion. This announcement might take the following form: “The motion passes by a vote of 3-2, with Smith and Jones dissenting. We have passed the motion requiring 10 days’ notice for all future meetings of this governing body.”

### Motions in General

Motions are the vehicles for decision-making. It is usually best to have a motion before the governing body prior to discussing an agenda item, to help everyone focus on the motion before them.

Motions are made in a simple two-step process. First, the chair recognizes the member. Second, the member makes a motion by preceding the member’s desired approach with the words: “I move ...” A typical motion might be: “I move that we give 10 days’ notice in the future for all our meetings.”

The chair usually initiates the motion by:

1. Inviting the members to make a motion: “A motion at this time would be in order.”

2. Suggesting a motion to the members: “A motion would be in order that we give 10-days’ notice in the future for all our meetings.”
3. Making the motion.

As noted, the chair has every right as a member of the body to make a motion, but normally should do so only if he or she wishes a motion to be made but no other member seems willing to do so.

### The Three Basic Motions

Three motions are the most common:

1. **The basic motion.** The basic motion is the one that puts forward a decision for consideration. A basic motion might be: “I move that we create a five-member committee to plan and put on our annual fundraiser.”
2. **The motion to amend.** If a member wants to change a basic motion that is under discussion, he or she would move to amend it. A motion to amend might be: “I move that we amend the motion to have a 10-member committee.” A motion to amend takes the basic motion that is before the body and seeks to change it in some way.



**3. The substitute motion.** If a member wants to completely do away with the basic motion under discussion and put a new motion before the governing body, he or she would “move a substitute motion.” A substitute motion might be: “I move a substitute motion that we cancel the annual fundraiser this year.”

Motions to amend and substitute motions are often confused. But they are quite different, and so is their effect, if passed.

A motion to amend seeks to retain the basic motion on the floor, but to modify it in some way.

**A substitute motion seeks to throw out the basic motion on the floor and substitute a new and different motion for it.**

The decision as to whether a motion is really a motion to amend or a substitute motion is left to the chair. So that if a member makes what that member calls a motion to amend, but the chair determines it is really a substitute motion, the chair's designation governs.

### When Multiple Motions Are Before The Governing Body

Up to three motions may be on the floor simultaneously. The chair may reject a fourth motion until the three that are on the floor have been resolved.

When two or three motions are on the floor (after motions and seconds) at the same time, the *first* vote should be on the *last* motion made. So, for example, assume the first motion is a basic “motion to have a five-member committee to plan and put on our annual fundraiser.” During the discussion of this motion, a member might make a second motion to “amend the main motion to have a 10-member committee, not a five-member committee, to plan and put on our annual fundraiser.” And perhaps, during that discussion, a member makes yet a third motion as a “substitute motion that we not have an annual fundraiser this year.” The proper procedure would be as follows.

First, the chair would deal with the *third* (the last) motion on the floor, the substitute motion. After discussion and debate, a vote would be taken first on the third motion. If the substitute motion *passes*, it would be a substitute for the basic motion and would eliminate it. The first motion would be moot, as would the second motion (which sought to amend the first motion), and the action on the agenda item would be complete. No vote would be taken on the first or second motions. On the other hand, if the substitute motion (the third motion) *failed*, the chair would proceed to consideration of the second (now the last) motion on the floor, the motion to amend.

If the substitute motion failed, the chair would then deal with the second (now the last) motion on the floor, the motion to amend. The discussion and debate would focus strictly on the amendment (should the committee be five or 10 members). If the motion to amend *passed*, the chair would now move to consider the main motion (the first motion) as *amended*. If the motion to amend failed, the chair would now move to consider the main motion (the first motion) in its original format, not amended.

---

The challenge for anyone chairing a public meeting is to accommodate public input in a timely and time-sensitive way, while maintaining steady progress through the agenda items.

---

Third, the chair would now deal with the first motion that was placed on the floor. The original motion would either be in its original format (five-member committee) or, if amended, would be in its amended format (10-member committee). And the question on the floor for discussion and decision would be whether a committee should plan and put on the annual fundraiser.

### To Debate or Not to Debate

The basic rule of motions is that they are subject to discussion and debate. Accordingly, basic motions, motions to amend, and substitute motions are all eligible, each in their turn, for full discussion before and by the body. The debate can continue as long as members of the body wish to discuss an item, subject to the decision of the chair that it is time to move on and take action.

There are exceptions to the general rule of free and open debate on motions. The exceptions all apply when there is a desire of the body to move on. The following motions are *not* debatable (that is, when the following motions are made and seconded, the chair must immediately call for a vote of the body without debate on the motion):

**A motion to adjourn.** This motion, if passed, requires the body to immediately adjourn to its next regularly scheduled meeting. This motion requires a simple majority vote.

**A motion to recess.** This motion, if passed, requires the body to immediately take a recess. Normally, the chair determines the length of the recess, which may range from a few minutes to an hour. It requires a simple majority vote.

### **A motion to fix the time to adjourn.**

This motion, if passed, requires the body to adjourn the meeting at the specific time set in the motion. For example, the motion might be: “I move we adjourn this meeting at midnight.” It requires a simple majority vote.

**A motion to table.** This motion, if passed, requires discussion of the agenda item to be halted and the agenda item to

be placed on "hold." The motion may contain a specific time in which the item can come back to the body: "I move we table this item until our regular meeting in October." Or the motion may contain no specific time for the return of the item, in which case a motion to take the item off the table and bring it back to the body will have to be taken at a future meeting. A motion to table an item (or to bring it back to the body) requires a simple majority vote.

**A motion to limit debate.** The most common form of this motion is to say: "I move the previous question" or "I move the question" or "I call for the question." When a member of the body makes such a motion, the member is really saying: "I've had enough debate. Let's get on with the vote." When such a motion is made, the chair should ask for a second to the motion, stop debate, and vote on the motion to limit debate. The motion to limit debate requires a two-thirds vote of the body. Note that a motion to limit debate could include a time limit. For example: "I move we limit debate on this agenda item to 15 minutes." Even in this format, the

the motion fails. If one member is absent and the vote is 3-3, the motion still fails.

All motions require a simple majority, but there are a few exceptions. The exceptions occur when the body is taking an action that effectively cuts off the ability of a minority of the body to take an action or discuss an item. These extraordinary motions require a two-thirds majority (a super-majority) to pass:

**Motion to limit debate.** Whether a member says, "I move the previous question," "I move the question," "I call for the question" or "I move to limit debate," it all amounts to an attempt to cut off the ability of the minority to discuss an item, and it requires a two-thirds vote to pass.

**Motion to close nominations.** When choosing officers of the body, such as the chair, nominations are in order either from a nominating committee or from the floor of the body. A motion to close nominations effectively cuts off the right of the minority to nominate officers, and it requires a two-thirds vote to pass.

pend the rules for a particular purpose. For example, the body (a private club) might have a rule prohibiting the attendance at meetings by non-club members. A motion to suspend the rules would be in order to allow a non-club member to attend a meeting of the club on a particular date or on a particular agenda item.

### The Motion to Reconsider

There is a special and unique motion that requires a bit of explanation all by itself: the motion to reconsider. A tenet of parliamentary procedure is finality. After vigorous discussion, debate and a vote, there must be some closure to the issue. And so, after a vote is taken, the matter is deemed closed, subject only to reopening if a proper motion to reconsider is made.

A motion to reconsider requires a majority vote to pass, but there are two special rules that apply only to the motion to reconsider.

First is the matter of timing. A motion to reconsider must be made at the meeting where the item was first voted upon or at the very next meeting of the body. A motion to reconsider made at a later time is untimely. (The body, however, can always vote to suspend the rules and, by a two-thirds majority, allow a motion to reconsider to be made at another time.)

Second, a motion to reconsider may be made only by certain members of the body. Accordingly, a motion to reconsider may be made only by a member who voted in the majority on the original motion. If such a member has a change of heart, he or she may make the motion to reconsider (any other member of the body may second the motion). If a member who voted in the minority seeks to make the motion to reconsider, it must be ruled out of order. The purpose of this rule is finality. If a member of the minority could make a motion to reconsider, then the item could be brought back to the body again and again, which would defeat the purpose of finality.

---

If you are running the British Parliament, *Robert's Rules of Order* is a dandy and quite useful handbook.

---

motion to limit debate requires a two-thirds vote of the body. A similar motion is a motion to object to consideration of an item. This motion is not debatable, and if passed, precludes the body from even considering an item on the agenda. It also requires a two-thirds vote.

### Majority and Super-Majority Votes

In a democracy, decisions are made with a simple majority vote. A tie vote means the motion fails. So in a seven-member body, a vote of 4-3 passes the motion. A vote of 3-3 with one abstention means

**Motion to object to the consideration of a question.** Normally, such a motion is unnecessary, because the objectionable item can be tabled or defeated straight up. However, when members of a body do not even want an item on the agenda to be considered, then such a motion is in order. It is not debatable, and it requires a two-thirds vote to pass.

**Motion to suspend the rules.** This motion is debatable, but requires a two-thirds vote to pass. If the body has its own rules of order, conduct or procedure, this motion allows the body to sus-



If the motion to reconsider passes, then the original matter is back before the body, and a new original motion is in order. The matter may be discussed and debated as if it were on the floor for the first time.

### Courtesy and Decorum

The rules of order are meant to create an atmosphere where the members of the body and the members of the public can attend to business efficiently, fairly and with full participation. And at the same time, it is up to the chair and the members of the body to maintain common courtesy and decorum. Unless the setting is very informal, it is always best for only one person at a time to have the floor, and it is always best for every

It is usually best to have a motion before the governing body prior to discussing an agenda item, to help everyone focus.

lege relate to anything that would interfere with the normal comfort of the meeting. For example, the room may be too hot or too cold, or a blowing fan might interfere with a person's ability to hear.

**Order.** The proper interruption would be: "Point of order." Again, the chair would ask the interrupter to "state your point." Appropriate points of order

**Withdraw a motion.** During debate and discussion of a motion, the maker of the motion on the floor, at any time, may interrupt a speaker to withdraw his or her motion from the floor. The motion is immediately deemed withdrawn, although the chair may ask the person who seconded the motion if he or she wishes to make the motion, and any other member may make the motion if properly recognized.

Motions to amend and substitute motions are often confused. But they are quite different, and so is their effect, if passed.

speaker to be first recognized by the chair before proceeding to speak.

The chair should always ensure that debate and discussion of an agenda item focus on the item and the policy in question, not on the personalities of the members of the body. Debate on policy is healthy; debate on personalities is not. The chair has the right to cut off discussion that is too personal, too loud or too crude.

Debate and discussion should be focused, but free and open. In the interest of time, the chair may, however, limit the time allotted to speakers, including members of the body. Can a member of the body interrupt the speaker? The general rule is no. There are, however, exceptions. A speaker may be interrupted for the following reasons:

**Privilege.** The proper interruption would be: "Point of privilege." The chair would then ask the interrupter to "state your point." Appropriate points of privi-

lege relate to anything that would not be considered appropriate conduct of the meeting; for example, if the chair moved on to a vote on a motion that permits debate without allowing that discussion or debate.

**Appeal.** If the chair makes a ruling that a member of the body disagrees with, that member may appeal the ruling of the chair. If the motion is seconded and after debate, if it passes by a simple majority vote, then the ruling of the chair is deemed reversed.

**Call for orders of the day.** This is simply another way of saying, "Let's return to the agenda." If a member believes that the body has drifted from the agreed-upon agenda, such a call may be made. It does not require a vote, and when the chair discovers that the agenda has not been followed, the chair simply reminds the body to return to the agenda item properly before them. If the chair fails to do so, the chair's determination may be appealed.

### Special Notes About Public Input

The rules outlined here help make meetings very public-friendly. But in addition, and particularly for the chair, it is wise to remember three special rules that apply to each agenda item:

**Rule One:** Tell the public what the body will be doing.

**Rule Two:** Keep the public informed while the body is doing it.

**Rule Three:** When the body has acted, tell the public what the body did.

Public input is essential to a healthy democracy, and community participation in public meetings is an important element of that input. The challenge for anyone chairing a public meeting is to accommodate public input in a timely and time-sensitive way, while maintaining steady progress through the agenda items. The rules presented here for conducting a meeting are offered as tools for effective leadership and as a means of developing sound public policy. ■



**SKU 1533**

**\$5.00**

**To order additional copies of this  
publication, call (916) 658-8257 or  
visit [www.cacities.org/store](http://www.cacities.org/store).**

© 2003 League of California Cities.  
All rights reserved.

 **LEAGUE  
OF CALIFORNIA  
CITIES**

1400 K Street  
Sacramento, CA 95814  
(916) 658-8200  
Fax (916) 658-8240  
[www.cacities.org](http://www.cacities.org)

**CITY OF BELLE ISLE, FLORIDA  
CITY COUNCIL AGENDA ITEM COVER SHEET**

d.

**Meeting Date:** May 16, 2023

**To:** Honorable Mayor and City Council Members

**From:** Interim City Manager Grimm

**Subject:** Budget Advisory Committee Role and Duties

**Background:** On October 15, 2019, the City Council directed that a Budget Advisory Committee be formed in accordance with Section 2-54 of the Municipal Code – Resolution 19-18; Revision Resolution 21-18. The purpose of the Budget Committee is to increase public accountability and elected official monitoring of the fiscal position of the City. The budget committee's primary function is to review the budget message and budget document as prepared by the budget officer.

**Staff Recommendation:** Council to discuss the Board's role and to further clarify the duties of the Committee.

**Suggested Motion:** na

**Alternatives:** na

**Fiscal Impact:** None, as these are voluntary positions.

**Attachments:** Resolutions 19-18 and 21-18

RESOLUTION 19-18

A RESOLUTION OF THE CITY OF BELLE ISLE, FLORIDA,  
CREATING A CITY BUDGET ADVISORY COMMITTEE

WHEREAS, according the City of belle Charter Section Sec. 2-54(a)

Advisory Committees, the Council has the power to establish advisory committees;

and

WHEREAS, the City Council of the City of Belle needs citizen input in the formation of the City Budget and budget priorities to improve the transparency of budget information, and address the long-term fiscal sustainability of the City;

and

WHEREAS, such issues can be resolved through the creation of a standing Council Budget Committee;

WHEREAS, the main goal of the Council Budget Committee will be to gain a greater understanding of the budget and its components in order to increase transparency, address unfunded liabilities, and improve the process of Council involvement in the creation of the budget, as is done in other jurisdictions; and

WHEREAS, the City Council of the City of Belle Isle Florida has determined it to be in the best interest of the citizens of Belle Isle to create a City of Belle Isle Budget Advisory Committee for the continued improvement of the quality of life of its citizens.

NOW, THEREFORE BE IT HEREBY RESOLVED BY THE CITY COUNCIL OF THE CITY OF BELLE ISLE, FLORIDA, AS FOLLOWS,

1 Section 1. Purpose.

2 City Council created the Budget Committee to provide increased public  
3 accountability and elected official monitoring of the fiscal position of the  
4 City. The budget committee's primary function is to review the budget  
5 message and budget document as prepared by the budget officer.

6 Section 2. Definitions.

7 The term "committee" as used in this chapter shall mean the city of Belle  
8 Isle Budget Committee

9 Section 3. Organization of the Budget Committee.

10 The committee is made up of seven (7) citizen members appointed by the city  
11 council. Members are appointed by District.

12 Section 4. Qualifications and terms of appointed members.

13 Appointments to the committee are made by the city council after an  
14 application is filed with the city clerk. Appointments are made by District.  
15 Appointed members:

- 16 A. Must be a resident from each of the city's districts;  
17 B. May not be officers or employees of the city; and  
18 C. Must be qualified voters of the city.

19 All members are expected to attend all meetings and be active participants  
20 in committee deliberations in a public setting. All members are expected to  
21 read all of the materials related to their meetings, most of which can be  
22 very long and technical and should be willing to dedicate several hours of  
23 research, preparation and time for each scheduled meeting.

1 Section 5. Term of appointed members.

2 Appointed members serve staggered three-year terms, such that approximately  
3 one-third of the terms of appointed members end each year. For the initial  
4 appointment, District 1, District 5 and District 7 will be appointed for a  
5 1-year term; District 2 and District 4 will be appointed for 2-year terms;  
6 and District 3 and District 6 will be appointed for 3-year terms. Members  
7 may apply for reappointment.

8 Section 6. No compensation.

9 Appointed members shall not receive compensation for serving in this  
10 capacity.

11 Section 7. Election of officers.

12 At its first budget meeting of the calendar year, the committee shall  
13 nominate a chairman, vice-chairman, and secretary. Nominations of, and  
14 elections for, all Officers shall be by a majority vote of those present.

15 Section 8. Duties of Officers

16 A. Chairman:

- 17 1. The Chairman shall preside at all meetings of the Committee.  
18 2. The Chairman shall schedule all meetings, assist in assembling the agenda  
19 for all regular and special meetings of the committee, and notify all  
20 members of said schedule.

21 B. Vice Chairman

- 22 1. In the absence of the Chairman, the Vice Chairman shall preside over and  
23 assume all duties and responsibilities of the Chairman in addressing the  
24 business of any regularly scheduled or special meeting.  
25

1 2. Assist the Chairman in scheduling and coordinating all regularly  
2 scheduled and special meetings of the Committee.

3 C. Secretary

4 1. The Secretary shall take minutes of meetings and shall sign same as  
5 revised and approved.

6 2. In the absence of the Chairman and the Vice Chairman, the Secretary shall  
7 preside over and assume all duties and responsibilities of the Chairman in  
8 addressing the business of any regularly scheduled or special meeting.

9 Section 9. Removal/vacancies of citizen members.

10 Citizen members serve at the pleasure of city council and may be removed by  
11 a majority vote of the city council. A member who is absent from three  
12 consecutive meetings without the permission of the presiding officer is  
13 presumed to be in nonperformance of duty, and the city council may declare  
14 the position vacant. All committee vacancies shall be filled by the council,  
15 for the unexpired term, for the remainder of the term within 45 days after  
16 the vacancy occurs

17 Section 10. Meetings and notice.

18 The committee shall hold one or more meetings according to the budget  
19 officer's schedule to review and approve the budget document. The budget  
20 committee may also meet at other times during the year at its discretion.  
21 Budget committee meetings shall be open to the public and noticed as  
22 required under Florida law. A quorum shall consist of at least four members  
23 of the Budget Committee.  
24  
25

1 Section 11. Authority and duties of the budget committee.

2 The Committee's authority shall be advisory only. The Committee shall have  
3 the following duties:

4 A. To review and make recommendations on the annual operating budget as  
5 proposed by the city manager;

6 B. To review and make recommendations on annual capital expenditures as  
7 proposed by the city manager;

8 C. To review and make recommendations on supplemental appropriations and  
9 expenditures and other budgetary action whenever proposed by the city  
10 manager;

11 D. To make such other recommendations on fiscal matters as it may from  
12 time to time deem advisable;

13 E. To review any audit reports submitted on behalf of any auditor for the  
14 City as such report(s) become available;

15 F. to review revenue and expenditure reports periodically as may be  
16 amended from time to time;

17 G. Individual budget committee members have no special authority to  
18 request information or direct staff to provide reports. However, the budget  
19 committee as a whole may, by committee vote, direct the administration to  
20 provide additional reports, information, data or presentations to help the  
21 budget committee better understand the budget;

22 H. The budget committee plays a large role in providing communication with  
23 the community about the budget process and limitations within which the  
24 local government works. Committee members develop a good understanding of  
25

the City's fiscal constraints and the services funded and thereby are able to explain those to community members, providing an important communication conduit to the community regarding the City and its services.

Section 12. This Resolution shall take effect upon its adoption.

ADOPTED this 15<sup>th</sup> day of October, 2019

ATTEST:

Yolanda Quiceno

CMC-City Clerk

*Nicholas Fouraker*

Nicholas Fouraker

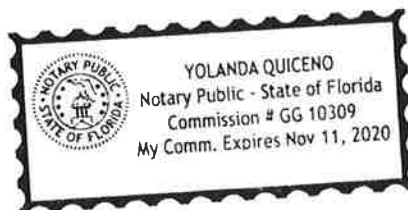
Mayor

STATE OF FLORIDA

COUNTY OF ORANGE

I, Yolanda Quiceno, City Clerk of the City of Belle Isle do hereby certify that the above and foregoing document RESOLUTION 19-18 was duly and legally passed by the Belle Isle City Council, in session assembled on the 15<sup>th</sup> day of October 2019, at which session a quorum of its members were present.

*Yolanda Quiceno*  
Yolanda Quiceno, CMC-City Clerk







1 Section 2. Definitions.

2 The term "committee" as used in this chapter shall mean the city of Belle  
3 Isle Budget Committee.

4 Section 3. Organization of the Budget Committee.

5 The committee is made up of seven (7) citizen members appointed by the city  
6 council. Members are appointed by District according to the BIMC Section 2-  
7 54(b)(1).

8 Section 4. Qualifications and terms of appointed members.

9 Appointments to the committee are made by the city council after an  
10 application is filed with the city clerk. Appointments are made by District.

11 Appointed members:

- 12 A. Must be a resident from each of the city's districts;  
13 B. May not be officers or employees of the city; and  
14 C. Must be qualified voters of the city.

15 All members are expected to attend all meetings and be active participants  
16 in committee deliberations in a public setting. All members are expected to  
17 read all of the materials related to their meetings, most of which can be  
18 very long and technical and should be willing to dedicate several hours of  
19 research, preparation and time for each scheduled meeting.

20  
21 Section 5. Term of appointed members.

22 Appointed members serve staggered three-year terms, such that approximately  
23 one-third of the terms of appointed members end each year. Members may apply  
24 for reappointment.

1 Section 6. No compensation.

2 Appointed members shall not receive compensation for serving in this  
3 capacity.

4 Section 7. Election of officers.

5 At its first budget meeting of the calendar year, the committee shall  
6 nominate a chairman, vice-chairman, and secretary. Nominations of, and  
7 elections for, all Officers shall be by a majority vote of those present.

8 Section 8. Duties of Officers

9 A. Chairman:

- 10 1. The Chairman shall preside at all meetings of the Committee.  
11 2. The Chairman shall schedule all meetings, assist in assembling the agenda  
12 for all regular and special meetings of the committee, and notify all  
13 members of said schedule.

14 B. Vice Chairman

- 15 1. In the absence of the Chairman, the Vice Chairman shall preside over and  
16 assume all duties and responsibilities of the Chairman in addressing the  
17 business of any regularly scheduled or special meeting.  
18 2. Assist the Chairman in scheduling and coordinating all regularly  
19 scheduled and special meetings of the Committee.

20 C. Secretary

- 21 1. The Secretary shall take minutes of meetings and shall sign same as  
22 revised and approved.  
23  
24  
25

1        2. In the absence of the Chairman and the Vice Chairman, the Secretary shall  
2        preside over and assume all duties and responsibilities of the Chairman in  
3        addressing the business of any regularly scheduled or special meeting.

4        Section 9. Removal/vacancies of citizen members.

5        Members serve at the pleasure of city council and may be removed by a  
6        majority vote of the city council. A member who is absent from three  
7        consecutive meetings without the permission of the presiding officer is  
8        presumed to be in nonperformance of duty, and the city council may declare  
9        the position vacant. All committee vacancies shall be filled by the council,  
10       for the unexpired term, for the remainder of the term within 45 days after  
11       the vacancy occurs.

12       Section 10. Meetings and notice.

13       The committee shall hold one or more meetings according to the budget  
14       officer's schedule to review and approve the budget document. Once the  
15       budget is approved, the budget committee will meet quarterly or as requested  
16       by the budget officer. Budget committee meetings shall be open to the public  
17       and noticed as required under Florida law. A quorum shall consist of at  
18       least four members (in-person) of the Budget Committee. Members may  
19       participate remotely according to the requirements of Resolution 21-13 Rules  
20       for Remote Participation.

21  
22       Section 11. Authority and duties of the budget committee.

23       The Committee's authority shall be advisory only. The Committee shall have  
24       the following duties:  
25

1 A. To review and make recommendations on the annual operating budget as  
2 proposed by the budget officer;

3 B. To review and make recommendations on annual capital expenditures as  
4 proposed by the budget officer;

5 C. To review budget amendments as proposed by the budget officer;

6 D. To review the annual Comprehensive Annual Financial Report;

7 E. As directed by City Council, to research and advise the City Manager  
8 and City Council of new revenue sources. ;

9 F. To act as the Auditor Selection Committee;

10 G. Budget committee members have no special authority to request  
11 information or direct staff to develop new reports.

12 H. The budget committee plays a large role in providing communication with  
13 the community about the budget process and limitations within which the  
14 local government works. Committee members develop a good understanding of  
15 the City's fiscal constraints and the services funded and thereby are  
16 responsible to explain those to community members, providing an important  
17 communication conduit to the community regarding the City and its services.

18  
19 Section 12. This Resolution shall take effect upon its adoption.

20 ADOPTED this 7<sup>th</sup> day of SEPTEMBER, 2021.

21  
22 ATTEST:

23 Yolanda Quiceno

24 CMC-City Clerk

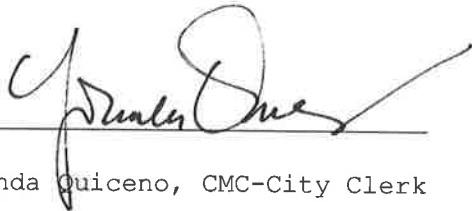
  
Nicholas Fouraker

  
Mayor

STATE OF FLORIDA

COUNTY OF ORANGE

I, Yolanda Quiceno, City Clerk of the City of Belle Isle do hereby certify that the above and foregoing document RESOLUTION 21-18 was duly and legally passed by the Belle Isle City Council, in session assembled on the 7<sup>th</sup> day of September 2021, at which session a quorum of its members were present.



Yolanda Quiceno, CMC-City Clerk

**CITY OF BELLE ISLE, FLORIDA  
CITY COUNCIL AGENDA ITEM COVER SHEET**

e.

**Meeting Date:** May 16, 2023

**To:** Honorable Mayor and City Council Members

**From:** Interim City Manager Grimm

**Subject:** RFP 2023-06 - Staffing Study

**Background:** The Budget Committee recommended that the City conduct a staffing study to determine the appropriate staffing level for an Assistant City Manager and the respective departments within the City organization to meet its operational requirements and help develop strategies that utilized staff resources most effectively.

On March 21, 2023, the City Council directed staff to advertise the RFP 2023-06 Staffing Analysis.

The City received three submittals as follows,

- |                           |        |
|---------------------------|--------|
| ○ Evergreen Solutions LLC | 47,500 |
| ○ Raftellis               | 49,950 |
| ○ BerryDunn               | 61,100 |

**Staff Recommendation:** Council Discussion.

**Suggested Motion:** I move to accept (submittal name) in the amount of \_\_\_\_\_.

**Alternatives:** Do not approve at this time.

**Fiscal Impact:** TBD based on proposals received

**Attachments:** Submittals



**PROPOSAL**

# City of Belle Isle

## Staffing Model Analysis

RFP No. 2023-06

**BerryDunn**  
2211 Congress Street  
Portland, ME 04102-1955  
207-541-2200

**Seth Hedstrom, Project Principal**  
shedstrom@berrydunn.com

**Shannon Flowers, Project Manager**  
sflowers@berrydunn.com

**Proposal Due Date:**  
May 4, 2023 by 3:00 p.m.



Table of Contents



**Table of Contents ..... i**

**1. Letter of Submission ..... 1**

**2. Firm Qualifications ..... 3**

**3. Approach and Methodology..... 8**

**4. Project Team..... 17**

**5. Cost Proposal ..... 21**

**6. Proposed Timeline..... 23**

**7. Statement of Insurance ..... 24**

**8. Forms ..... 26**

**Appendix A. Resumes..... 32**

## 1. Letter of Submission

May 4, 2023

City of Belle Isle  
Attn: Yolanda Quiceno, City Clerk  
1600 Nela Ave  
Belle Isle, FL 32809

Dear Yolanda Quiceno:

On behalf of Berry, Dunn, McNeil & Parker, LLC (BerryDunn), I am pleased to submit this proposal in response to the City of Belle Isle's (the City's) Request for Proposals (RFP) No. 2023-06 for a Staffing Model Analysis. We have read the City's request and reviewed its terms and conditions and the contents presented therein. Our proposal is a firm and irrevocable offer valid for 90 calendar days from the proposal deadline of May 4, 2023.

BerryDunn is a nationally recognized independent management and IT firm, headquartered in Portland, Maine with nine office locations nationally. **Focused on inspiring organizations to transform and innovate**, we are a stable and well-established firm that has preserved our core values and reputation for excellence throughout our 49-year history. We have enjoyed steady growth by providing consistent, high-quality services to our clients in all 50 states—including numerous clients in the State of Florida (the State)—Puerto Rico, and Canada.

Our firm's culture is centered on a deep understanding of our clients' commitment to serving the public. The human aspect of projects can often be forgotten in the maze of regulatory changes and legal requirements with which public-sector organizations must comply. BerryDunn proudly tailors each of its projects to recognize the work our clients do every day. We care about what we do, and we care about the people impacted by our work—including those at the City.

As evident in the key points that follow, we have a strong desire to partner with the City on its Staffing Model Analysis; a clear understanding of the work effort required and the City's needs; extensive experience conducting similar projects in the State and nationally; and several notable attributes that differentiate us from other proposers.



### **Our decades of experience performing organizational, operational, and staffing assessments**

With almost three decades of experience, organizational and operational assessments, staffing and resource allocation, and organizational change management (OCM) are core services for our firm. This broad exposure gives us a strong understanding of the City's requested scope of work and the insights necessary to execute on it successfully. We bring hands-on experience and leverage extensive project backgrounds to help communities optimize service delivery while maintaining satisfaction.



### **Our highly skilled project team members who work exclusively with local government clients**

BerryDunn's Local Government Practice Group is dedicated to serving public-sector clients, and 75% of our team members are former public-sector employees. Our team has a deep understanding of the opportunities and challenges local governments face in providing services. Our proposed project manager, Shannon Flowers, brings firsthand local government experience and an eye for efficiency and effectiveness, considering the organizational, operational, technological, and budgetary aspects of the clients she serves. Other team members bring experience and expertise among practices such as

policing, public works, community development, human capital management (HCM), OCM, and finance, among others.



#### **Our integrated project management and change management methodologies**

Our work for the City will be guided by established project management methodologies and best practices as defined by the Project Management Institute® (PMI®) as well as inputs from Agile and Lean principles. We know the important role organizational change management (OCM) plays in related projects; therefore, we integrate a disciplined change management approach to our work, using the Prosci® change management methodology as a foundation. This integration will help ensure the City's stakeholders have opportunities to provide input, support, and buy-in for all decisions and outcomes in this process. We recognize that an initiative such as this can significantly impact project stakeholders and result in resistance and fear as to what the future will hold. With this in mind, our approach incorporates intentional and thoughtful change readiness and management activities to properly support both the project and the City's stakeholders in this process.



#### **Our focus on inclusive and participatory engagement and transparent and detailed communications**

Promoting consensus among stakeholders and employees is critical to the success and longevity to initiatives such as the one requested by the City. This is achieved through actively and consistently engaging project team members throughout the process. As such, we will prepare communication drafts throughout the process to send all employees project updates and anticipated next steps to best promote buy-in, trust, consensus, and support for the process and its outcomes.



#### **Our demonstrated commitment to serving clients in the State**

Our commitment to the State is evident in our experience conducting numerous projects for more than 30 local government clients and our project members' locality. Our firm employs 18 employees who live in the State. Many of our projects conducted in the State are like the work effort requested by the City, including business process improvement and strategic planning efforts in the City of Cooper City, City of Coral Springs, City of Groveland, and City of Lauderhill. We will leverage this experience and our firsthand knowledge of the State's public-sector landscape to provide the City with lessons learned and unique insights in this process.

As a principal in BerryDunn's Local Government Practice Group, I can attest to the accuracy of our materials, and I am legally authorized to bind, negotiate, make presentations on behalf of, and commit our firm and our resources.

---

*If you have any questions regarding our proposal or updates during the evaluation process, please consider me your primary point of contact and feel free to contact me directly.*

---

Sincerely,

**Seth Hedstrom, PMP®, LSSGB, Principal**  
 2211 Congress Street, Portland, ME 04102-1955  
 t/f: 207-541-2212 | e: shedstrom@berrydunn.com

## 2. Firm Qualifications

### 2.1 Firm Overview

BerryDunn is a nationally recognized independent management and IT consulting firm focused on inspiring organizations to transform and innovate. As a Limited Liability Company formed in 1974 with 54 principals, 29 owners, and nine office locations, **we have experienced sustained growth throughout our 49-year history.**

We employ more than 800 staff members—including more than 300 in our Consulting Services Team. From extensive project experience for more than **400 state, local, and quasi-governmental agencies**, our team brings valuable perspectives to every engagement. Additionally, our team has prior experience serving state and local government agencies, providing them with an in-depth understanding of government operations, staffing needs, budgetary constraints, and the business processes required to provide necessary services to the internal divisions and the constituents the City serves.

Our firm provides a full range of professional services that supports our ability to complete tasks outlined by the City. These include:

- **Organizational, Operational, and Staffing Analyses**
- Business Process Improvement, Reviews, and Redesign
- OCM
- Leadership and Organization Development
- Enterprise and Departmental Strategic Planning
- Software Planning and Procurement
- Software Implementation Project Management and Oversight Performance Analyses
- Master Planning
- Cost of Service and Fee Studies
- Project Assessments and Remediation
- IT Assessments
- IT Strategic Planning

Figure 1 illustrates the overall organization of BerryDunn's Local Government Practice Group. We provide unparalleled expertise and unique insights across these practices, supporting our clients in solving some of their biggest challenges and addressing opportunities to improve and plan.

*Figure 1: Local Government Practice Group Specialization*





*Commitment to Diversity, Equity, and Inclusion (DEI)*

BerryDunn has advanced community, diversity, and empathy in a workplace where everyone is respected, seen, and heard. We foster DEI by committing to identifying institutional and systemic barriers. We engage in meaningful conversation to learn and grow continuously, and we embrace diverse perspectives and backgrounds regardless of race, ethnicity, age, sexual orientation, gender identity or expression, religion, or disability. Our CEO Council on Diversity, Equity, Inclusion, Belonging, and Access (DEIBA Council) leads meaningful progress toward being a diverse, equitable, and inclusive organization.

As a firm, we have put practices and tools in place to help ensure we have a culture of DEI within our firm and the community. We offer DEI trainings for our employees that are developed and executed by our DEIBA Council. Further, we partner with organizations and nonprofits in our community headquarters of Portland, Maine to assist in DEI initiatives in the surrounding area. This includes local efforts to combat racism and create a more equitable future for women, the LGBTQIA+ community, and other marginalized minority groups.



In terms of the City's requested work effort, BerryDunn shares the City's focus on and commitment to DEI. That said, the City can expect that we will exhibit care and respect for others, build trust with the City's stakeholders, establish mutual buy-in for the process, and learn from each other.

2.2 Relevant Experience

*Commitment to the State*

With BerryDunn, the City will be served by a firm licensed to do business in the State and with a demonstrated commitment to serving its clients. Notably, our experience includes successfully completing projects of similar size and scope to that of the City. Below, we highlight a portion of our nearly three dozen clients in the State for the City's further consideration. We will leverage this experience in our work with the City.

- |                            |                            |                           |
|----------------------------|----------------------------|---------------------------|
| • Alachua County           | • City of Largo            | • City of Zephyrhills     |
| • City of Boca Raton       | • City of Lauderdale Lakes | • Collier County          |
| • City of Boynton Beach    | • City of Lauderhill       | • Hillsborough County     |
| • City of Cape Coral       | • City of Ormond Beach     | • Manatee County          |
| • City of Cooper City      | • City of Palm Coast       | • Monroe County           |
| • City of Coral Springs    | • City of Parkland         | • Pasco County            |
| • City of Fernandina Beach | • City of Port Orange      | • Town of Longboat Key    |
| • City of Fort Lauderdale  | • City of Port St. Lucie   | • University of Florida   |
| • City of Gainesville      | • City of Sanibel          | • Village of Palm Springs |
| • City of Groveland        | • City of Tampa            | • Village of Pinecrest    |
| • City of Homestead        |                            |                           |

## Organizational Development

BerryDunn has been providing services like those requested for more than 30 years. Through this experience, we have assisted with a variety of related services, including:

- Organizational, operational, and staffing assessments
- Community/stakeholder engagement
- Business process improvement
- OCM
- Enterprise and departmental strategic planning
- Leadership development
- Executive coaching
- Performance measurement

Table 1, below and on the following pages, summarizes our firm's comparable experience for local government clients from the past three years.

*Table 1: Experience Performing Similar Organizational Development Services*

<b>Agency</b>	<b>Organizational, Operational, and Staffing Assessments</b>	<b>Strategic Planning and Facilitation</b>	<b>Leadership and Team Development and Coaching</b>
City of Albany, Georgia	✓		
City of Beaverton, Oregon	✓	✓	✓
City of Cooper City, Florida		✓	
City of Creswell, Oregon		✓	
City of Duluth, Minnesota	✓		
City of Edgewater, Colorado		✓	
City of Ennis, Texas		✓	
City of Frisco, Texas	✓		✓
City of Gresham, Oregon	✓	✓	
City of Groveland, Florida		✓	
City of Lauderdale, Florida		✓	
City of Menifee, California		✓	
City of Milton, Georgia		✓	
City of New Braunfels, Texas		✓	
City of Newton, Iowa	✓		
City of Northglenn, Colorado	✓	✓	
City of Oxnard, California	✓		
City of Pasco, Washington	✓		
City of Redlands, California		✓	

<b>Agency</b>	<b>Organizational, Operational, and Staffing Assessments</b>	<b>Strategic Planning and Facilitation</b>	<b>Leadership and Team Development and Coaching</b>
City of Rockville, Maryland			✓
City of Shawnee, Kansas		✓	
City of St. Charles, Illinois		✓	
City of Washougal, Washington		✓	
City of Wausau, Wisconsin		✓	
City of Westminster, Colorado		✓	✓
Jefferson County, Washington		✓	
Lake County, Illinois		✓	
Lancaster County, Nebraska		✓	
Lane County, Oregon		✓	
Marion County, Oregon	✓		
Marquette County, Michigan		✓	
Newton County, Georgia		✓	
Pitkin County, Colorado	✓		
San Mateo County, California	✓		✓
Santa Clara County, California		✓	
Tompkins County, New York		✓	
Town of Cromwell, Connecticut	✓		✓
Town of Holliston, Massachusetts		✓	
Weld County, Colorado		✓	

## 2.3 References

Below and on the following page, we provide reference information for several clients who can speak to the quality and satisfaction we deliver on comparable engagements.



### **City of Gresham, Oregon**

Bill Smith, Deputy Chief

503-618-2396 | [william.smith@greshamoregon.gov](mailto:william.smith@greshamoregon.gov)

1333 NW Eastman Parkway, Gresham, OR 97030

In November of 2021, the City of Gresham contracted with BerryDunn to conduct a systematic and thorough study of its police services, including core business practices and functions, culture, and workloads and associated duties. Our initial findings, based on a review of various organizational data and on-site interviews with Gresham Police Department (GPD) staff and other key holders during the first six weeks of this project, identified several areas requiring prompt attention.



**Village of Oak Park, Illinois**  
 Rasheda Jackson, Assistant Village Attorney  
 708-358-5700 | [rjackson@oak-park.us](mailto:rjackson@oak-park.us)  
 123 Madison Street, Oak Park, IL 60302

BerryDunn was engaged to help determine the extent to which Oak Park Police Department (OPPD) is effective and equitable in the delivery of law enforcement services to all members of the community and specifically to people of color. The purpose of the study was to recommend changes to improve techniques, policies, and practices of the OPPD. BerryDunn led four distinct, yet overlapping projects: Full management and operational assessment study, audit of race equity issues, recommendations for alternative response to traditional police services, and fair and impartial policing benchmarking.



**City of Groveland, Florida**  
 Timothy Maslow, Community Development Director  
 101 East Broad Street, Groveland, FL 34736  
 352-250-7578 | [timothy.maslow@groveland-fl.gov](mailto:timothy.maslow@groveland-fl.gov)

The City engaged BerryDunn to help address the changing needs of its residents, businesses, and visitors and develop a citywide strategic plan to help navigate its inevitable growth. The City sought collaboration in its approach to information-gathering and recommendations development. We provided a mix of independent and partnered activities, including reviewing existing documents and data; conducting interviews; developing a customized Social Pinpoint site; and facilitating a community open house. We worked with the City's steering committee to facilitate strategic planning workshops. We are currently working with department leadership to develop growth, revenue, and budget forecasting projections; prioritize and sequence capital investments and services; and forecast the City's personnel organizational chart prior to developing the Growth, Capital Investment, Services Prioritization, and Staffing Report.



**Weld County, Colorado**  
 Cheryl Pattelli, Chief Financial Officer  
 970-400-4451 | [cpattelli@weldgov.com](mailto:cpattelli@weldgov.com)  
 1150 O Street, Greeley, CO 80631

Looking to retain its scenic mountain ranges, agricultural lands, and thriving communities and with a desire for balanced growth and innovation, the County retained BerryDunn to assess its current environment and effectively engage stakeholders in developing a framework for a strategic plan. The previous strategic plan had not been revised since 2015, and the County sought assistance in revising its goals, vision statement, values, and guiding principles. We conducted priority setting sessions with the County Board to identify priorities, values, and guiding principles, and facilitated an interdepartmental mission and vision statement development workshop. After conducting interviews with staff and work teams and distributing a survey questionnaire to County staff, we analyzed and synthesized the information in an existing conditions and future needs report. Following subsequent strategic plan development workshops, we developed a strategic plan with measurable and quantifiable goals for the next five years, timetables for achievement, and ways to monitor progress and performance in the future.



### 3. Approach and Methodology

#### 3.1 Project Understanding

Home to approximately 7,100 residents, this Orange County suburb offers a rural feel while being just south of all the amenities Orlando has to offer. The City's elected, appointed, and 40 full-time employees work diligently to preserve the beauty and quality of its chain of lakes, offer high-quality public schools, and provide a safe place to live.

Focused on the City's development, growth, and success, the City Council and City Manager seek a qualified consultant to assist in evaluating its current staffing, organization, and operations to create a more productive and efficient government body. In partnership with a highly qualified consulting firm, the City seeks guidance in reviewing current staffing conditions, evaluating future service demands, and identifying operational and process improvements that will enhance services for customers and achieve additional efficiencies.

Recognizing the importance of best serving its internal and external stakeholders at an optimal level, the City desires a Staffing Model Analysis that will gauge how well resources are being used; how well its processes produce desired outcomes; and whether current ways of doing business maximize productivity. The study will analyze staffing levels and advise on appropriate structure updates while maintaining sufficient support to serve City residents.

We recognize the City's desired Staffing Model Analysis must take into account the makeup of City staff—for instance, 29 of 40 full-time employees fall under the Belle Isle Police Department. As such, we thoughtfully composed a project team that includes the necessary expertise, such as that of a public safety expert, to help ensure an insightful and effective process for the City. Other team members bring expertise in organizational and operational assessment, public works, community development, HCM, OCM, and finance.

With BerryDunn, the City will also benefit from:

- Our rich background conducting projects of similar size and scope
- Our team approach that leverages the strengths and qualifications of all project team members, bringing in-depth insight and knowledge to the City's departments and functions within the organization
- Our proven yet flexible approach to help ensure the project maintains momentum, delivers desired outcomes, and stays within budget
- Our consideration for managing the people side of change, aligning with industry and regional best practices, and incorporating relevant expertise to deliver superior project outcomes

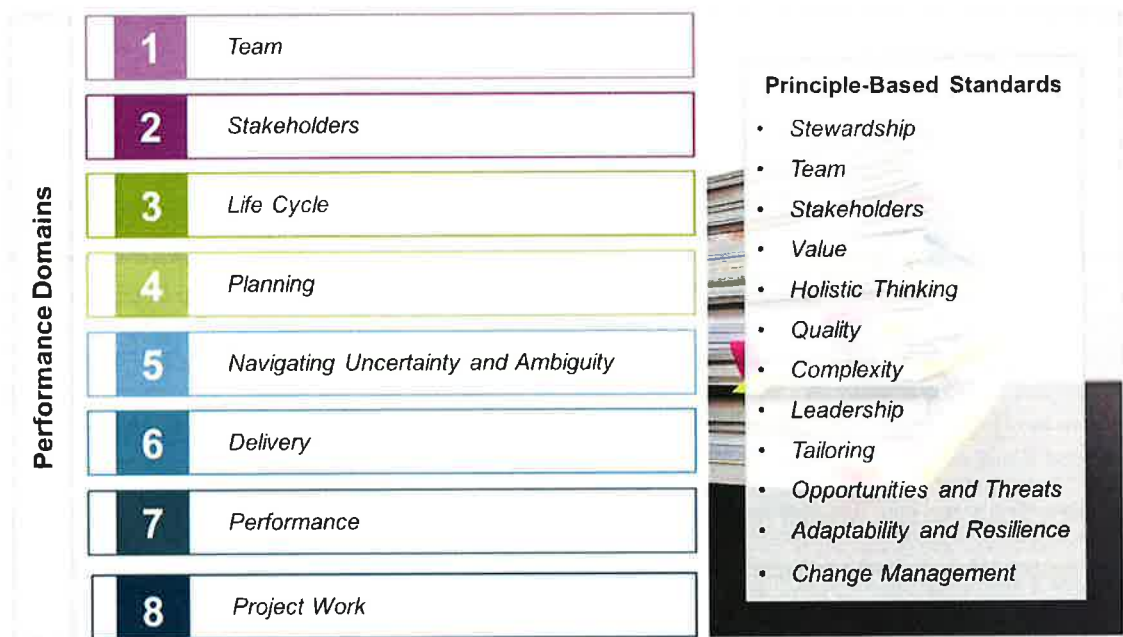
On the following pages, we outline our methodologies and proposal approach that we believe will aid the City in achieving and sustain its goals for the future, including its mission of enhancing the quality of life for its residents through **intelligent, inclusive leadership and outstanding municipal services.**

3.2 Guiding Methodologies

Project Management

To help ensure that project objectives are met, and initiation and completion of project work are conducted in a timely manner, each BerryDunn project is led by an experienced project manager who understands and utilizes project management best practices. Our Consulting Services Team employs project management best practices from PMI®'s A Guide to the Project Management Body of Knowledge Guide (PMBOK® Guide), Version Seven. Figure 2 illustrates the standards of project management as defined by performance domains and project delivery principles that are critical for effective delivery of project outcomes.

Figure 2: Performance Domains and Project Management Guiding Principles | PMBOK® Guide, Version Seven



Integrated Change Management Methodologies

A project of this nature will likely change workflows, processes, and even cultural attitudes within the City. BerryDunn has observed resistance to change in most of our business process improvement and efficiency consulting engagements. We will work with the City to proactively address resistance by engaging stakeholders at the right level throughout the project. From initial planning through implementation of our recommendations, we will build understanding for the need for change and gain support from all stakeholders.

Achieving results and outcomes depends on preparing and supporting people through change. BerryDunn has adopted the Prosci® change management methodology. BerryDunn believes so strongly in managing the people side of change that it has invested in the development of more than 100 Prosci® Certified Change Practitioners on our Consulting Services Team. According to research conducted by Prosci®, the likelihood of project success increases significantly relative to the level of change management focus applied to the project. Figure 3 shows that even small increases in focus on change

management, from “poor” to “fair” are likely to have a positive impact on change adoption and project success.

Figure 3: Impact of Change Management on Project Success



Consistent with the Prosci® methodology, the City can expect our change management approach to involve three stages, as described below and on the following page.

1. **Preparing for Change.** Developing change management strategies, based on input from the City’s stakeholders on the existing environment
2. **Managing Change.** Overseeing assigned roles and tasks, providing training and coaching, using tools effectively, and executing a clear communication plan
3. **Reinforcing Change.** Evaluating action plans, reviewing the sustainability of change management activities, and promoting individual and team successes

The Prosci® methodology is a structured, adaptable, and repeatable approach to address the people side of change. This approach states that for change to work in an organization, individuals must be willing to change and understand change. Based on this belief, Prosci® developed the ADKAR change management approach, defined in Figure 4.

Figure 4: ADKAR Change Management Approach



BerryDunn offers a wide range of OCM consulting services to help clients communicate and educate stakeholders about future changes and provide a structured process to manage resistance that may surface. Additionally, our team proactively manages organizational change by involving stakeholders at key stages throughout the process to build support and buy-in for project outcomes.

BerryDunn’s change practitioners are part of an internal Change Management Community of Practice, which meets quarterly to share methodologies, best practices, and lessons learned from our varied OCM project experiences.

We strive to be flexible when it comes to development and execution of our change management approach. We understand that no two engagements are exactly alike and believe that one of the primary reasons we have been successful with similar projects is our willingness to be flexible in adapting to our clients’ unique needs.

### *Effective Information Gathering*

We understand the need for qualitative context that complements quantitative data. Our team brings an impartial, objective, and cohesive methodology for gathering information from stakeholders and performing all project activities. Our methodology combines engaging a broad, diverse group of stakeholders in information-gathering and iterative discussion, with our project team's independent review, research, and knowledge of the public-sector landscape and industry trends and best practices. Prior to engaging in activities with stakeholders, our project team requests and perform reviews of relevant project background information so that they have a foundation—and are prepared—for all meetings, making fact-finding and focus groups as effective and efficient as possible.

Throughout all project phases, we work collaboratively with key stakeholders to understand their perspectives and needs and seek alignment for a unified vision and plan. Determining who we need to work with and how we need to work with them on this project is critically important for project success. For this reason, our methodology includes holding an initial planning meeting immediately after project start to help ensure we have a clear understanding of the stakeholders who need to be involved in the project, the project phases they should be involved in, and the methods of outreach and information gathering that will engage them. Before engaging stakeholders, we will collaborate with the City to agree upon a communication plan and recommend an initial message to stakeholders informing them of the project and our involvement. We expect that discussion about stakeholder involvement will be iterative and ongoing, so the topic will be revisited as needed, with a flexible approach to accommodate changes as project activities progress.

Our project team includes experienced facilitators who have the skills and knowledge necessary to establish credibility, build trust, elicit information, encourage collaboration, reach consensus, and develop buy-in with diverse groups of project participants. Our project team uses the Institute of Cultural Affairs (ICA) ToP® facilitation methodology to help ensure fact-finding sessions are highly collaborative and inclusive of all stakeholders. The ToP® methodology emphasizes structured participation that pulls information into the group's thinking process and creates a clear intention, helping members of the group align with one another and reach consensus.

### *Communication and Coordination*

Clear and well-timed communication is vital to the success of any project. Our intent is to involve City team members as needed, make their roles and responsibilities clear, and minimize impact to their daily jobs. As part of the project plan, we will identify the communication and awareness needs of each project stakeholder and the method and frequency of communication to meet those needs.

BerryDunn fosters a work climate with a high tolerance for change and a high comfort level with market and regulatory shifts. Our experience allows us to anticipate areas that might pose challenges and rapidly develop approaches to mitigate these issues. BerryDunn's reputation for managing complex and challenging projects is based on successful planning, coordination, and completion of diverse activities.

### *DEI*

BerryDunn's approach focuses on and reflects our firm's commitment to DEI. We recognize how important it is that we assemble a project team that understands what the City needs to do to conduct a sound work effort. We will work with the City—as well as internal and external DEI resources—to help ensure its work effort is conducted through an equity lens.

Together, we will exhibit care and respect for others, allowing individuals to speak for themselves and teach us through their own authentic experiences; build trust with the City's stakeholders and establish

mutual buy-in this process; and learn as much from you all as you will learn from us, as we all chart the best path toward the City's future. We look forward to coming together to make the City's stakeholders know they are heard and respected in this process.

### 3.3 Work Plan

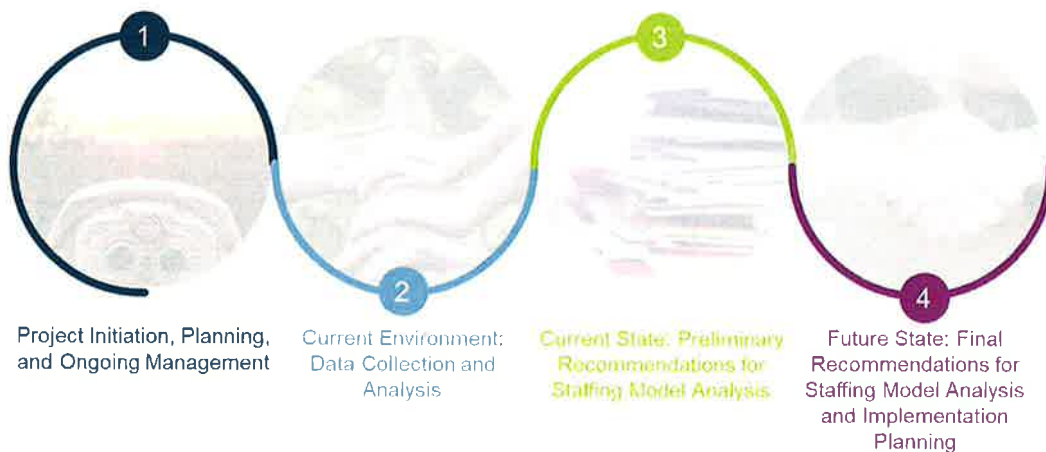
BerryDunn strives to be flexible when it comes to development and execution of an effective work plan. We understand that no two projects are exactly alike and believe that **one of the primary reasons we have been successful with similar projects is our willingness to be flexible in adapting to our clients' unique needs.**

The overarching benefits the City can expect of our approach include:

- A methodology based on our extensive experience conducting similar projects
- A proven yet customizable work plan to best accommodate the City's specific needs
- Quality assurance processes that incorporate City review and approval of all deliverables
- Built-in project management and change management best practices—focused on keeping the project on time, on budget, and progressing at a healthy pace
- An emphasis on conducting a participatory and inclusive process
- A focus on conducting a detailed, multifaceted assessment—considering organizational, operational, staffing, technological, strategic, policy and procedures, and service delivery aspects of the City and its departments

Figure 5 below presents an overview of our work plan intended to achieve the City's goals and objectives for this important initiative.

*Figure 5: Work Plan Overview*





Below and on the following pages, we provide details of our work plan to conduct the City's project effectively and efficiently as described in Figure 5.

## **Phase 1: Project Initiation, Planning, and Ongoing Management**

**1.1 Conduct initial project planning, a project kickoff meeting, and introductory meetings.** We will work collaboratively with the City in initial project planning and in a project kickoff meeting to:

- Schedule and plan for a project kickoff meeting and introductory meetings with departmental staff
- Develop an agenda to guide introductory meetings
- Identify project milestones and expectations for the management and organizational assessment process
- Introduce key team members
- Clarify project goals and objectives
- Identify known project constraints
- Refine dates and/or tasks, as appropriate
- Identify surveys needed

We will discuss our approach for managing communications between BerryDunn and the City, as well as our approach to scope, risk, and resource management. We will also assist the City in identifying peer benchmarking organizations and stakeholders and/or stakeholder groups to include in the assessment process. Where appropriate, we will consider union relations in these identifying activities.

These discussions will help us to refine our currently proposed Project Work Plan and Schedule, as well as inform introductory meetings with departmental staff. Introductory meetings with departmental staff will be higher level in nature and share key elements of the process with the City's core internal stakeholders. These meetings will also serve as an opportunity for these individuals to ask questions and buy into the process early on. Ultimately, these preliminary activities will promote transparency and partnership in the process, as well as help ensure all insights and perspectives can be woven into the City's management and organizational assessment process.

**1.2 Develop a Project Work Plan and Schedule.** Based on the information gathered from our project kickoff meeting, as well as from those details enclosed in this proposal, we will develop a Project Work Plan and Schedule, which will outline the tasks and timelines for the review process. The Project Work Plan and Schedule will also include agreed-upon procedures between BerryDunn and the City related to project control, including quality management and deliverable submission/acceptance management. After providing draft versions of these materials in advance, we will facilitate a videoconference with the City's project team to review the drafts and solicit feedback. This videoconference will introduce the City's project team to our document review process and provide an opportunity for the City to share input on a critical step in the process. We will incorporate the City's feedback and finalize the documentation before distributing it in final form.

**1.3 Develop communications and messaging.** We will develop communications to build awareness regarding the review process, expected scope, and time frame; reiterate our commitment to inclusion and transparency; and clarify our approach to address out-of-scope issues that might arise. We will review messaging and communications with the City's project team before finalizing and working with the City's project team to distribute them.

### ▲ *Deliverable 1 – Project Work Plan and Schedule*

**1.4 Conduct Biweekly Status Meetings.** Our project manager, Shannon Flowers, will conduct Biweekly Status Meetings with the City's project manager on an ongoing basis throughout the project. We will use

## Phase 1: Project Initiation, Planning, and Ongoing Management

these meetings to describe the activities and accomplishments for the reporting period; plans for the upcoming month; risks or issues encountered during the reporting period; and anticipated problems that might impact project deliverables. We will also use these meetings to highlight any work products and approaches that will contribute to deliverable development.

### ▲ Deliverable 2 – Biweekly Status Meetings

## Phase 2: Current Environment: Data Collection and Analysis

**2.1 Develop and administer an information request and review the results.** We will provide the City's project team with an information request sheet for available documentation that will be helpful to us during the project. Examples include:

- Employee handbook and other employee publications and policies
- Standard operational procedures
- Organizational charts
- City and department operational and human capital strategies
- Any and all customer satisfaction and employee engagement surveys
- Service contracts
- Strategic planning documents for the organization and/or departments
- Operating and capital budgets and relevant budget request documents
- Standardized training plans
- Needs assessments
- Information related specifically to public safety such as patrol schedules, sector maps, and investigation chart(s)

These documents should not be created to fulfill this request; only existing documents would be needed. Once received, we will review this documentation to gain a foundational understanding of the City's current environment.

**2.2 Develop and distribute culture assessment worksheets and surveys.** We will develop and distribute worksheets and surveys specific to each department to assess the current cultural environment. Results will inform our understanding of current challenges and opportunities related to service provisions, business processes, staffing, training, succession planning, workload, use of time, and technology. Outcomes will be reviewed and documented to inform assessment and recommendations development effort.

**2.3 Develop organizational communication.** BerryDunn's commitment to supporting all stakeholders through change drives our standard approach to stakeholder messaging. We will draft organizational communication regarding process, expected scope, time frame, and commitment to inclusion and transparency at critical project junctures. We will review these communications with the City's project team before finalizing and distributing them.

**2.4 Prepare for and conduct individual and internal group discussions.** In preparation for interviews with the City's elected officials and leadership team, we will develop individual and small group question sets to guide discussions. These sets will be reviewed with the City's project team to solicit feedback before updating them to final form. Once complete, we will schedule and conduct key stakeholder meetings to inventory service delivery; programs; business processes and procedures; workforce management; technologies; training; employee engagement, relations, and retention; budget; decision-making processes;

## Phase 2: Current Environment: Data Collection and Analysis

community engagement activities; risk management; DEI; social responsibility; US and State employment law and regulation compliance; and organizational effectiveness and development. We will use this inventory to identify gaps in services and/or areas in which departments or the City as a whole are unable to meet service level agreements, community needs, or other service demands. Outcomes of these meetings will be documented and used to inform the development of Current State Preliminary Recommendations for Staffing Model Analysis.

**2.5 Review organizational structure.** We will review the organizational structure at the City and departmental level, evaluating alignment and capacity to deliver appropriate levels of service against benchmarked organizations. Outcomes of the evaluation will be included in the Current State Preliminary Recommendations for Staffing Model Analysis.

**2.6 Evaluate total cost of service.** We will evaluate the total costs of service provision by department in terms of personnel and technology, develop a total cost of service delivery, explore alternative delivery methods, and opportunities for relative cost and value, such as utilizing outsourcing and leveraging technology. The goal is to assess ways in which to improve service levels, promote consistent data availability, comply legally, reduce time wasted, and enhance productivity. Outcomes of this evaluation will be included in the Current State Preliminary Recommendations for Staffing Model Analysis.

**2.7 Develop Current State Analysis Memo.** We will gather information developed from the evaluation of the City's requested focus areas and our review of documents and data to develop a Current State Analysis Memo. This Memo will summarize key information related to the effectiveness of the City and departmental management and organizational structure, service gap analysis, and the total cost of service provision. Once complete, we will view this memo with the City's project team to solicit feedback and confirm its contents. This session will help gain buy-in among City staff for the process and upcoming recommendations.

### ▲ Deliverable 3 – Current State Analysis Memo

## Phase 3: Current State: Preliminary Recommendations for Staffing Model Analysis

**3.1 Develop a Current State Preliminary Recommendations for Staffing Model Analysis.** We will develop a Current State Preliminary Recommendations for Staffing Model Analysis that provides an assessment of organizational staffing, personnel distribution, service gap analysis, staffing, total cost of service provisions, and alternate methods of service delivery. We will also include key outcomes of the surveys, interviews, and stakeholder meetings. Once drafted, we will facilitate a work session with the City's project team to review the report and confirm the report's contents to generate consensus and buy-in. We will then hold a preliminary recommendations overview session with staff to encourage awareness, collaboration, and buy-in for potential changes and impacts on the organization.

### ▲ Deliverable 4 – Preliminary Recommendations for Staffing Model Analysis

**3.2 Develop organization and department-specific communications regarding next steps.** Following the work session with the City's project team and overview session with staff, we will draft our next organizational and department-specific communications regarding the Preliminary Recommendations for Staffing Model Analysis and outline next steps. We will review these communications with the City's project team before finalizing and distributing them.



## Phase 4: Future State: Final Recommendations for Staffing Model Analysis and Implementation Planning

**4.1 Develop a Future State Final Recommendations for Staffing Model Analysis.** We will draft a Future State Final Recommendations for Staffing Model Analysis that highlights the positive aspects of the City's current staffing and service provision and includes objective recommendations supported by metrics and data to align with current best practices, industry standards, and the needs of the community. The report will include improvement opportunities to the City's organizational structure(s), processes, procedures, operational practices, and technology that would increase effectiveness, and efficiency and address identified gaps in service. Recommendations will consider departmental constraints, challenges, and available resources, as well as identify and recommend best practices for staffing ratios, performance measures, streamlining processes and procedures, potential cost savings related to technology initiatives, and training and succession planning. A recommendation for the optimal organizational model based upon available budget and resources will be presented within the report, as well as an executive summary. Our recommendations will be based on the results of the previous deliverables, best practices of organizations with healthy cultures, and consistent with the City's needs. We will review our recommendations with the City's project team to solicit and incorporate feedback before finalizing.

### ▲ Deliverable 5 – Final Recommendations for Staffing Model Analysis

**4.2 Prepare a presentation for city officials.** We will prepare for and facilitate a presentation of the Final Recommendations for Staffing Model Analysis to City officials. This will be an opportunity to solicit feedback, encourage engagement, and promote buy-in for key project stakeholders and City leadership.

### ▲ Deliverable 6 – Presentation of Findings and Recommendations

**4.3 Develop organization and department-specific communications regarding Presentation of Findings and Recommendations.** Following the presentation of the Final Recommendations for Staffing Model Analysis, we will draft our next organizational and department-specific communications regarding how the presentation went and next steps.

**4.4 Develop an Implementation Planning Memo.** We will develop an Implementation Planning Memo that prioritizes recommendations based on organizational needs and available resources. We will review the Implementation Planning Memo with the City's project team to solicit feedback before updating to final.

### ▲ Deliverable 7 – Implementation Planning Memo

## 4. Project Team

### 4.1 Organizational Structure

At BerryDunn, we believe in the synergy that accompanies a team approach. That said, we have carefully assembled a project team with unique and specialized qualifications that coincide with the needs and desired outcomes of the City. **These project team members will remain committed, available, and assigned to perform the City's requested work effort.** Figure 6 describes the organizational structure of our project team, followed by a listing of project staff. It should be noted we do not intend to subcontract any portion of the City's desired scope of work.

Figure 6: Organizational Structure



### 4.2 Roles, Responsibilities, and Qualifications

Below and on the following pages, we list our project team members' experience, qualifications, and expertise as it relates to projects of this nature and work with comparable public-sector clients. Our project team members' full resumes can be found in **Appendix A**.



**Seth Hedstrom, PMP®, LSSGB | Project Principal**

Seth is a principal and the leader our Local Government Practice Group. He brings extensive experience in project management and has managed more than 75 large scale technology and organizational development projects over the course of 14 years with

BerryDunn. Seth has led our clients through many of the complex decision points and issue-resolution processes typical of business process analysis and system selection projects, and he has facilitated focused review of business processes needing change. Through this work, he has provided business process improvement services for many clients, either as a standalone engagement or as part of a larger engagement. His experience includes documenting as-is business processes, benchmarking processes with similar organizations, introducing industry best practices, developing to-be business process recommendations, overseeing strategic planning, and conducting organizational assessments. Also notable is that Seth has served in a leadership role on nearly all BerryDunn's organizational development projects.

As the **project principal**, Seth will:

- Maintain overall responsibility for the services provided to the City
- Review and approve all deliverables in accordance with our quality assurance processes
- Help ensure the commitment of our firm and appropriate resource allocation



**Shannon Flowers | Project Manager**

Shannon is a senior consultant in our Local Government Practice Group and has been with BerryDunn for two years. She has more than 20 years of experience in local and state government; many of which have been spent in director, C-suite, and senior-level roles.

During that time, Shannon led a variety of teams through strategic operations planning and execution. Her experience engaging staff and stakeholders in the process has led to the development of plans that were met with broad ownership and acceptance. Her strong understanding of the business processes that support efficient operations gives her the insight necessary to establishing actionable and achievable objectives that move an organization forward and align strategic plans with budgets. Her clients benefit from her focus on change management and business process improvement as well as her experience training and leading staff through difficult transitions.

As the **project manager**, Shannon will:

- Work directly with the City and engage in managing the work
- Lead assessment, peer benchmarking, and recommendations development activities
- Participate in meetings with leadership
- Lead the development of project deliverables
- Perform day-to-day project oversight
- Deliver presentations and updates to the City's project team and leadership
- Develop and maintain the Project Work Plan and Schedule
- Optionally provide implementation support
- Facilitate interviews and information-gathering activities



**Michele Weinzetl, Ed. D., Prosci® CCP | Public Safety Expert**

Michele is a manager in our Local Government Practice Group. She has over 27 years of experience in the public sector. Her background includes more than 17 years as a chief of police for three different Minnesota police departments and several years serving as a subject matter expert, consultant, and adjunct faculty member for the International Association of Chiefs of Police (IACP) Leading by Legacy program. She has extensive experience conducting assessments of police officers and police executives in the areas of staff supervision, leadership development, organizational management, and policing skills.

As the **public safety expert**, Michele will:

- Lead project activities with the Police Department and its stakeholders
- Review the Police Department's organizational and departmental structures
- Support assessment and recommendations development activities as it relates to the current and potential future organizational environment of the Police Department
- Support the development of project deliverables



**Karen Whichard | Public Works Expert**

Karen is a senior consultant in our Local Government Practice Group and is a seasoned public sector leader with 19 years of experience in both small and large local governments. Her time with local government organizations ranges from working with a town of 15,000 residents to playing a key role for the City of Charlotte, which is home to nearly 900,000 residents. She boasts a significant track record of successfully building consensus, solving complex problems, and navigating diverse political environments to implement the policy vision of elected bodies.

As the **public works expert**, Karen will:

- Lead project activities with the Public Works Department and its stakeholders
- Review the Public Works Department's organizational and departmental structures
- Support assessment and recommendations development activities as it relates to the current and potential future organizational environment of the Public Works Department
- Support the development of project deliverables



**Melissa Vanlandingham | Organizational Analyst**

Melissa is a consultant in our Justice and Public Safety Practice and joins the firm after 15 years of experience with the Austin, Texas, Police Department. She began her career in dispatch and records maintenance for three years before advancing to analytics. As a crime analyst, Melissa compiled and analyzed Records Management System crime reports to understand potential causes of criminal activity, develop leads, and find links in crime by attributes specific to the crime. Each week, she organized data into crime types, call volume, response times, and call type allocation. Since 2015, Melissa has served as the Senior Criminal Intelligence Analyst in which she worked with qualitative and quantitative data for the purpose of analysis and intelligence gathering. She is an expert in translating data into meaningful outputs.

As the **organizational analyst**, Melissa will:

- Work directly with the City and participate in project efforts
- Review the City's organizational and departmental structures
- Participate in a cultural assessment
- Support assessment and recommendations development activities as it relates to the current and potential future organizational environment
- Support the development of project deliverables

### *Additional Resources*

The City will also benefit from our broader team of more than 300 consultants. Our highly experienced resources representing specialty areas of all local government departments are listed on the following page.



**Sondra Hathaway, MBA, Prosci® CCP | HCM and OCM Subject Matter Expert (SME)**

Sondra is a senior consultant in our Local Government Practice Group with 20 years of public-sector experience in strategic human capital planning including organizational development, performance management, workforce planning and staffing, employee relations and engagement, and learning and development. Sondra has led strategic planning development at city and departmental levels, facilitated public engagement, implemented resident service improvement initiatives, presented at the Arizona City Manager's Association annual conference, instituted continuous improvement Lean philosophies and practices at multiple organizations, and was the founder of a community for municipal resource sharing. Sondra is a practitioner of ICA Technology of Participation® (ToP®) facilitation methodology.



**Michelle Kennedy, Prosci® CCP, ODCC | Organizational Development SME**

Michelle is a manager in our Local Government Practice Group and has been with BerryDunn for four years. She has more than 30 years of government-sector management and consulting experience. She is an expert in organizational development, including strategic and business planning, leadership development and executive coaching, organizational assessments, OCM, program evaluation, business process improvement, and performance measurement. Michelle has provided consulting services and project leadership for state and local government agencies throughout the United States. She is a strong facilitator and is certified in several related areas including in the ICA ToP® facilitation methodology. Michelle has facilitated the development and writing of strategic plans for 60 public-sector organizations. Further, Michelle is an Organization Development Certified Consultant from the Institute of Organization Development.



**Fred Turnier, MPA, AICP, Prosci® CCP | Community Development and Planning SME**

Fred is a manager in our Local Government Practice Group. He has more than 25 years of experience working with local government agencies and extensive experience assisting public-sector entities with project management and development services, business process improvement, fee and cost-recovery analysis, system design and implementation, and policy analysis and formation. He focuses in the areas of community development, planning, building, inspections, code enforcement, business licensing, housing and homeless issues, land management, utilities, and infrastructure planning.



**Jesse Myott, MA | Finance SME**

Jesse is a senior consultant in our Local Government Practice Group. He has nearly a decade of public-sector experience, focusing on supporting municipalities with operating and capital improvement budget development and management; special fund accounting, revenue and expenditure forecasting; customer valuation; and cost of revenue analyses for municipal programs and services. Jesse has led multiple cost of service and cost allocation projects for local governments from California to Massachusetts.



## 5. Cost Proposal

Our proposed fixed-fee services cost to complete the City’s desired project is broken down by phase in Table 2. Our costs are based on our experience conducting projects of similar size and scope, and the assumption that satisfying a deliverable is based on the City’s signed acceptance. That said, the City will not incur any additional costs associated with the process of reaching deliverable acceptance.

We will utilize our hybrid methodologies through collaborative planning with the City to limit travel expenses to the City as appropriate.

Table 2: Cost by Project Phase

Phase	Estimated Hours	Cost
Phase 1: Project Initiation, Planning, and Ongoing Management	48	\$10,600
Phase 2: Current Environment: Data Collection and Analysis	128	\$28,500
Phase 3: Current State: Preliminary Recommendations for Staffing Model Analysis	48	\$10,400
Phase 4: Future State: Final Recommendations for Staffing Model Analysis and Implementation Planning	56	\$11,600
<b>Total Fixed-Fee Services Cost (excluding travel expense)</b>	<b>280</b>	<b>\$61,100</b>
Travel Expense Estimate Allocation*	-	\$8,000

*\*We typically propose an estimated travel expense allocation recognizing the various preferences among our clients for the relative approach to in-person versus virtual meetings. Given the nature of this work, we expect all primary information gathering and deliverable review meetings to be in-person and account for this in the estimated allocation. We are happy to further discuss our approach to travel at the appropriate time.*

### Anticipated City Support

Table 3 presents anticipated City involvement for associated planning purposes.

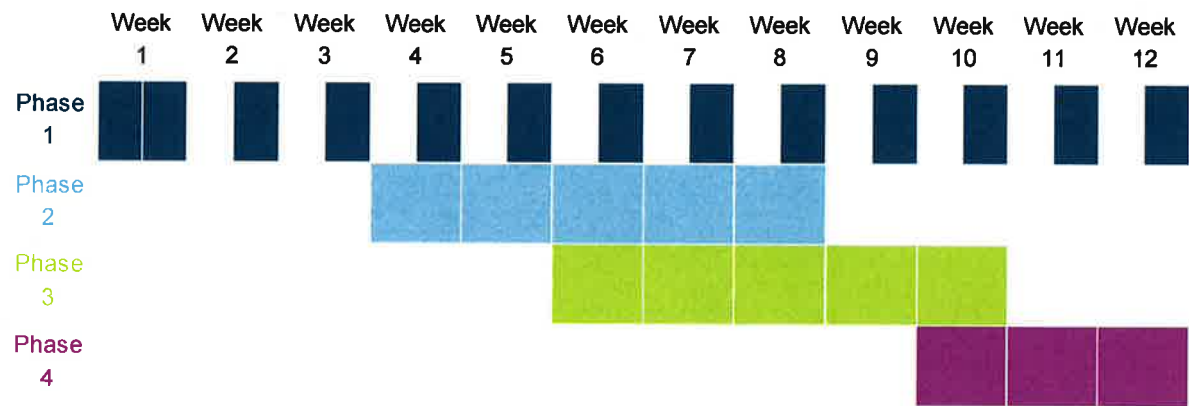
Table 3: Anticipated City Support

City Role	Tasks
City Leadership	• Provide support and sponsorship for the project
	• Participate in kickoff presentation
	• Participate individual or small group discussions, as appropriate
	• Provide feedback during Presentation of Findings and Recommendations meeting
Project Manager	• Maintain overall responsibility for the project

City Role	Tasks
City Staff	• Assist in collecting background documentation and coordinate with City staff
	• Participate in Project Team tasks as appropriate
	• Participate in Biweekly Project Status Meetings
	• Participate in kickoff presentation
	• Participate in the initial project planning meeting
	• Provide relevant requested documents and data
	• Review and approve the Project Work Plan and Schedule
	• Review organizational communications and messaging
	• Review web survey questions
	• Gather available documentation
Project Team	• Participate in kickoff presentation
	• Review individual and small group question sets
	• Provide feedback for the Preliminary Recommendations for Staffing Model Analysis
	• Provide feedback for the Final Recommendations for Staffing Model Analysis
	• Provide feedback on the Implementation Planning Memo
City Staff	• Participate in web survey(s)
	• Complete worksheets
	• Assist in information gathering
	• Participate in kickoff presentation
	• Participate in interviews

# 6. Proposed Timeline

Below, we highlight our proposed project schedule for the City's requested work effort. We are happy to adjust this schedule to best accommodate the City's needs, as appropriate.





## 7. Statement of Insurance



BERRDUN-03

HCTAL

e.

## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
4/25/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Clark Insurance 1945 Congress Street, Bldg A PO Box 3543 Portland, ME 04104-3543	<b>CONTACT NAME:</b> Heather Caston-Talbot, AAI, CIIP, CIC <b>PHONE (A/C, No, Ext):</b> <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b> hcaston-talbot@clarkinsurance.com	
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> Berry Dunn McNeil & Parker LLC PO Box 1100 Portland, ME 04104	<b>INSURER A:</b> Hanover American	<b>NAIC #</b> 36064
	<b>INSURER B:</b> Massachusetts Bay	22306
	<b>INSURER C:</b> The Hanover Insurance Company	22292
	<b>INSURER D:</b> Maine Employers Mutual Ins Co	11149
	<b>INSURER E:</b> Travelers Property Casualty Co. of America	25674
<b>INSURER F:</b>		

## COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
<b>A</b>	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>ISO form CG 00 01</b> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC OTHER:		<b>ZZP D240054</b>	<b>4/30/2023</b>	<b>4/30/2024</b>	EACH OCCURRENCE \$ <b>1,000,000</b> DAMAGE TO RENTED PREMISES (Ea occurrence) \$ <b>1,000,000</b> MED EXP (Any one person) \$ <b>15,000</b> PERSONAL & ADV INJURY \$ <b>1,000,000</b> GENERAL AGGREGATE \$ <b>2,000,000</b> PRODUCTS - COM/OP AGG \$ <b>2,000,000</b>
<b>B</b>	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		<b>ADPD240058</b>	<b>4/30/2023</b>	<b>4/30/2024</b>	COMBINED SINGLE LIMIT (Ea accident) \$ <b>1,000,000</b> BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ <b>Hired Auto P.D.</b> \$ <b>50,000</b>
<b>C</b>	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ <b>0</b>		<b>UHP D240055</b>	<b>4/30/2023</b>	<b>4/30/2024</b>	EACH OCCURRENCE \$ <b>8,000,000</b> AGGREGATE \$ <b>8,000,000</b>
<b>D</b>	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y/N <b>N</b> N/A		<b>5101800149</b>	<b>1/1/2023</b>	<b>1/1/2024</b>	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ <b>1,000,000</b> E.L. DISEASE - EA EMPLOYEE \$ <b>1,000,000</b> E.L. DISEASE - POLICY LIMIT \$ <b>1,000,000</b>
<b>E</b>	<b>Employee Theft</b>		<b>105608076</b>	<b>4/30/2023</b>	<b>4/30/2024</b>	<b>Limit</b> \$ <b>5,000,000</b>
<b>E</b>	<b>Employee Theft</b>		<b>105608076</b>	<b>4/30/2023</b>	<b>4/30/2024</b>	<b>Of Client Prop Limit</b> \$ <b>5,000,000</b>

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 30 day notice of cancellation with 10 days notice for non-payment of premium, if required by written contract/agreement.

## CERTIFICATE HOLDER

## CANCELLATION

Berry Dunn McNeil & Parker  
 2211 Congress Street  
 Portland, ME 04102

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*Heather Caston-Talbot*



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
04/01/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Affinity Insurance Services 1100 Virginia Drive, Suite 250 Fort Washington, PA 19034	<b>CONTACT NAME:</b> Gretchen McCole <b>PHONE (A/C, No, Ext):</b> 215-773-4600 <b>E-MAIL ADDRESS:</b> gretchen.mccole@aon.com	<b>FAX (A/C, No):</b>
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> Berry, Dunn, McNeil & Parker, LLC 2211 Congress Street Portland, ME 04102	<b>INSURER A:</b> Continental Casualty Company	
	<b>INSURER B:</b>	
	<b>INSURER C:</b>	
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

COVERAGES		CERTIFICATE NUMBER:		REVISION NUMBER:			
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.							
INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMPI/OP AGG \$ \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability			APL-188112791	04/01/2023	04/01/2024	Per Claim/Aggregate Limit \$1,000,000 / \$1,000,000 Limits shown are as requested. SIR applies per policy terms and conditions.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

## CERTIFICATE HOLDER

Berry Dunn McNeil & Parker, LLC 2211 Congress Street Portland, ME 04102	<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
---	--

© 1988-2015 ACORD CORPORATION. All rights reserved.

## 8. Forms

### Attachment A. Non-Discrimination Affidavit

#### ATTACHMENT A

#### NON-DISCRIMINATION AFFIDAVIT

I, the undersigned, hereby duly sworn, depose and say that the organization or business entity represented herein shall not discriminate against any person in its operations, activities, or delivery of services under any agreement it enters with the City of Belle Isle. The same shall affirmatively comply with all applicable provisions of Federal, State, and local equal employment laws and shall not engage in or commit any discriminatory practice against any person based on race, age, religion, color, gender, sexual orientation, national origin, marital status, physical or mental disability, political affiliation or any other factor which cannot be lawfully used as a basis for service delivery.

It is the policy of the City of Belle Isle that Minority/Women-Owned Business Enterprises (MWBE) shall have the maximum opportunity to participate in all contracts. The City of Belle Isle will accept MWBE certifications from Orange County and any State of Florida certification.

Further, City Purchasing Police Section 1.8 requires that all contracting agencies of the City, or any department thereof, acting for or on behalf of the City, shall include in all contracts and property contracts hereinafter executed or amended in any manner or as to any portion thereof, a provision obligating the Contractor not to unlawfully discriminate (as proscribed by federal, State, county, or other local law) on the basis of the fact or perception of a person's race, color, creed, religion, national origin, ancestry, sexual orientation, gender identity or expression, marital status, pregnancy, familial status, veterans status, political affiliation, or physical or mental disability and such person's association with members of classes protected under this chapter or in retaliation for or opposition to any practices forbidden under this chapter against any employee of, any City employee working with, or applicant for employment with such Contractor and shall require such Contractor to include a similar provision in all subcontracts executed or amended there under.

By: \_\_\_\_\_

Title: Seth Hedstrom, Principal

STATE OF MAINE

COUNTY OF Cumberland

Sworn to and subscribed before me this 4th day of May, 2023, by

Seth Hedstrom

Daphne Edwards  
Signature of Notary Public

**DAPHNE EDWARDS**  
**NOTARY PUBLIC**  
**State of Maine**  
**My Commission Expires**  
**January 5, 2030**

☒ Personally known, or  
☐ Produced Identification

Type of ID Produced: \_\_\_\_\_

## Attachment B. Non-Debarment Affidavit

## ATTACHMENT B

NON-DEBARMENT AFFIDAVIT

Page 1 of 2

Seth Hedstrom Being first duly sworn, deposes and says that:

He/She is Principal  
of Berry, Dunn, McNeil & Parker, LLC the Proposer ("Respondent")  
that has submitted the attached Proposal. By offering submission to this RFP, the Respondent certifies  
and affirms that to the best of their knowledge and belief, that:

1. The Respondent is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in any transaction of any Federal, State, or local agency; and
2. The Respondent has not within three years preceding this Proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records; making false statements; or receiving stolen property; and
3. The Respondent is not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph 2 of this affidavit; and
4. The Respondent has not, within a three-year period preceding this Proposal, had one or more public transactions (Federal, State, or local) terminated for cause or default; and
5. The Respondent will submit a revised Debarment Affidavit immediately if the status changes.

If the Respondent cannot certify that they are not debarred, he/she shall explain with this submittal. An explanation will not necessarily result in denial of participation in a contract. Failure to submit a debarment affidavit will disqualify the Contractor from any contract award.

\_\_\_\_\_ Check here if an explanation is attached to this affidavit.

NON-DEBARMENT AFFIDAVIT  
Page 2 of 2

By: [Signature]  
Print Name: Seth Hedstrom  
Title: Principal  
Date: May 4, 2023

STATE OF MAINE  
COUNTY OF Cumberland

The foregoing Agreement was acknowledged before me this 4th day of May 2023 by, Seth Hedstrom who has affirmed that he/she has been duly authorized to execute the above document. He/she is personally known to me or has produced \_\_\_\_\_ as identification.

NOTARY'S SEAL: [Signature: Daphne Edwards]  
NOTARY PUBLIC, STATE OF MAINE  
**DAPHNE EDWARDS**  
NOTARY PUBLIC  
State of Maine  
My Commission Expires  
January 5, 2030  
Daphne Edwards  
Name of Acknowledger, typed, printed, or Stamped

## Attachment C. Drug-Free Workplace Certification

### ATTACHMENT C

#### DRUG-FREE WORKPLACE CERTIFICATION

Preference must be given to vendors submitting a certification with their bid/proposal certifying they have a drug-free workplace in accordance with Section 287.087, Florida Statutes. This requirement affects all public entities of the State and becomes effective January 1, 1991. The special condition is as follows:

IDENTICAL TIE BIDS - Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids that are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program; a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on or require satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community by any employee who is so convicted.
6. Make a good faith effort to maintain a drug-free workplace through the implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

Berry, Dunn, McNeil & Parker, LLC  
COMPANY NAME

Must be executed and returned with the attached Proposal to be considered.

  
VENDOR'S SIGNATURE



## Attachment D. Non-Collusive Affidavit

## ATTACHMENT D

NON-COLLUSIVE AFFIDAVITState of MaineCounty of CumberlandSeth Hedstrom being first duly sworn deposes and says that:

1. He/she is the Principal, (Owner, Partner, Officer, Representative, or Agent) of Berry, Dunn, McNeil & Parker, LLC the Proposer that has submitted the attached Proposal;
2. He/she is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal.
3. Such a Proposal is genuine and is not a collusive or sham Proposal.
4. Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, have in any way colluded, conspired, connived, or agreed, directly or indirectly, with any other Proposer, firm, or person to submit a collusive or sham Proposal in connection with the Work for which the attached Proposal has been submitted; or to refrain from proposing in connection with such Work; or have in any manner, directly or indirectly, sought by agreement or collusion, or communication, or conference with any Proposer, firm, or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit, or cost elements of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against (Recipient), or any person interested in the proposed Work;
5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or any other of its agents, representatives, owners, employees, or parties in interest, including this affiant.

By: Title: Seth Hedstrom, PrincipalCompany: Berry, Dunn, McNeil & Parker, LLC

STATE OF MAINE

COUNTY OF CumberlandSworn to and subscribed before me this 4th day of May, 2023,by Seth Hedstrom

☒ Personally known, or  
☐ Produced Identification

  
 Signature of Notary Public

Type of ID Produced \_\_\_\_\_

**DAPHNE EDWARDS**  
 NOTARY PUBLIC  
 State of Maine  
 My Commission Expires  
 January 5, 2030

## Attachment E. Certification Pursuant to Florida Statute 287.125

## ATTACHMENT E

CERTIFICATION PURSUANT TO FLORIDA STATUTE § 287.135

I, Seth Hedstrom, Principal, on behalf of Berry, Dunn, McNeil & Parker, LLC  
 Print Name and Title Company Name  
 certify that Berry, Dunn, McNeil & Parker, LLC does not:

1. Participate in a boycott of Israel; and
2. Is not on the Scrutinized Companies that Boycott Israel List; and
3. Is not on the Scrutinized Companies with Activities in Sudan List; and
4. Is not on the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List; and
5. Has not engaged in business operations in Syria.

Submitting a false certification shall be deemed a material breach of contract. In writing, the City shall provide notice to the Contractor of the City's determination concerning the false certification. The Contractor shall have ninety (90) days following receipt of the notice to respond in writing and demonstrate that the determination of false certification was made in error. If the Contractor does not demonstrate that the City's determination of false, certification was made in error then the City shall have the right to terminate the contract and seek civil remedies pursuant to Florida Statute § 287.135.

Section 287.135, Florida Statutes, prohibits the City from: 1) Contracting with companies for goods or services in any amount if at the time of bidding on, submitting a proposal for, or entering into or renewing a contract if the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to Section 215.4725, FS or is engaged in a boycott of Israel; and

2) Contracting with companies, for goods or services over \$1,000,000.00 that are on either the Scrutinized Companies with activities in the Iran Petroleum Energy Sector List, created pursuant to s. 215.473, or are engaged in business operations in Syria.

As the person authorized to sign on behalf of the Contractor, I hereby certify that the company identified above in the section entitled "Contractor Name" does not participate in any boycott of Israel, is not listed on the Scrutinized Companies that Boycott Israel List, is not listed on either the Scrutinized Companies with activities in the Iran Petroleum Energy Sector List, and is not engaged in business operations in Syria. I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject the company to civil penalties, attorney's fees, and/or costs. I further understand that any contract with the City for goods or services may be terminated at the option of the City if the company is found to have submitted a false certification or has been placed on the Scrutinized Companies with Activities in Sudan list or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.

Berry, Dunn, McNeil & Parker, LLC

COMPANY NAME

Seth Hedstrom

PRINT NAME

SIGNATURE

Principal

TITLE

Must be executed and returned with the attached Proposal to be considered.

City of Belle Isle RFP 2023-06 Staffing Model Analysis



## Appendix A. Resumes



### Seth Hedstrom, PMP®, LSSGB

#### *Principal*

Seth is a principal and leads BerryDunn's Local Government Practice Group. He has more than 14 years of experience assisting public-sector clients.

His experience includes technology planning, organizational needs assessments, system planning and procurement, and the implementation of enterprise-wide information systems. Seth often serves in a leadership role on strategic planning projects and manages and oversees project progress and issue escalation and resolution with executive project sponsors.

#### Relevant Experience

**Project Management:** Seth has served in leadership on most of BerryDunn's local government strategic planning project. He also has managed system selection and IT strategic planning projects for some of BerryDunn's largest local government clients. He helps ensure projects are conducted in a high-quality manner, as well as stay on time and on budget.

**Operational and Organizational Assessments:** Seth has been involved in numerous operational and organizational assessment projects, which involve current environment analysis, future state planning, and the development of an implementation plan for incremental improvements over a multiyear planning horizon to align with client resources.

**Business Process Improvement:** Seth has provided business process improvement services for many BerryDunn clients, either as a standalone engagement or as part of an enterprise system selection. His experience includes documenting as-is business processes, benchmarking processes with similar organizations, introducing industry best practices, and developing to-be business process recommendations.

#### Select Clients:

Boulder County, CO  
 City of Cooper City, FL  
 City of Edgewater, CO  
 City of Ennis, TX  
 City of Groveland, FL  
 City of Lauderhill, FL  
 City of Menifee, CA  
 City of Milton, GA  
 City of New Braunfels, TX  
 City of Redlands, CA  
 City of Springfield, MO  
 City of St. Charles, IL  
 City of Washougal, WA  
 City of Wausau, WI  
 City of Westminster, CO  
 Collier County, FL  
 DuPage County, IL  
 Jefferson County, WA  
 Lake County, IL  
 Lancaster County, NE  
 Lane County, OR  
 Marquette County, MI  
 Monroe County, FL  
 Newton County, GA  
 Orange County, NC  
 San Diego Air Pollution Control District, CA  
 Weld County, CO

#### Education:

BS, Business Management,  
 Babson College

Project Management  
 Professional® (PMP®), Project  
 Management Institute®

Lean Six Sigma Green Belt  
 Certified

Diversity and Inclusion  
 Certificate, Cornell University

#### Membership/

#### **Presentations:**

Associate Member,  
 Government Finance Officers  
 Association



## Shannon Flowers

### *Senior Consultant*

Shannon is a senior consultant in our Local Government Practice Group. She is a finance professional with more than 20 years of experience, many of which have been spent in director, C-suite, and senior-level roles. Her expertise in budgeting, fiscal planning, cash flow analysis, and fiscal policy development is augmented by a strong understanding of the business processes that support efficient operations. As a consultant, her clients benefit from her focus in change management and business process improvement as well as her experience in training and leading staff through difficult transitions.

### Relevant Experience

**Organizational Assessments and Staffing Analyses:** Shannon has in-depth experience evaluating organizational effectiveness, identifying gaps in service, and developing realistic plans for organization-wide transformation. Over the course of her career in local government, Shannon led and successfully implemented a variety of organizational assessments and transformation efforts. While in her role as the operations branch chief at the Colorado Department of Public Health and Environment, Shannon evaluated the efficiency and effectiveness of the services provided by the Disease Control and Environmental Epidemiology Branch. This evaluation included identifying gaps in service to the community, staffing capacity, time analyses, organizational culture, and the use of available technologies. The result of this evaluation was a re-alignment of staffing and improved technology use and process improvements to better meet community needs with existing resources. While at the Governor's Office of Information Technology, Shannon evaluated the impact of technology on state agency workforces and developed recommendations to increase efficiencies and support staffing requests. Shannon's experience and understanding of the dynamics involved in organizational assessments and their impact on people allows her to build awareness and buy-in from stakeholders throughout all transformations.

**Process Improvement:** In her role as operations branch chief for the Colorado Department of Public Health and Environment, Disease Control and Environmental Epidemiology Division, Shannon was the division authority for all fiscal, policy, procurement, and compliance matters. In this role, she led efforts in reviewing existing division processes, crafting recommendations for improvement, and implementing the recommendations. This required substantial change management expertise to encourage buy-in from division staff to assist

### Select Clients

Boulder County, CO  
 City of Edgewater, CO  
 City of Fort Collins, CO  
 City of Frisco, TX  
 City of Greeley, CO  
 City of Gresham, OR  
 City of Helena, MT  
 City of Irvine, CA  
 City of Menifee, CA  
 City of Redding, CA  
 City of Redlands, CA  
 City of San Leandro, CA  
 City of Spokane Valley, WA  
 City of St. Charles, IL  
 City of Washougal, WA  
 City of Wheat Ridge, CO  
 Doña Ana County, NM  
 Lancaster County, NE  
 Maine Municipal Association  
 Marquette County, MI  
 Mesa County, CO  
 Pitkin County, CO  
 Weld County, CO

### Education

MA, Global Finance, Trade and Economic Integration – University of Denver

BA, Anthropology, University of Colorado – Denver

in the transition. Her role also involved administering an annual budget of over \$101 million that included a variety of funding sources, such as federal grants, state funds, and cash donations.

**Strategic Planning:** Shannon is an expert in strategic planning and helping local governments develop strategic plans that are actionable and supported by all stakeholders. Her expertise aligning strategic plans with budgets and developing implementation plans that make sense to diverse groups of stakeholders is rooted in her experience as a local government Finance Director. In that role, she helped her community develop a strategic plan that was representative of stakeholder needs and realistic in terms of available resources and staffing capacity. Shannon focuses on engaging all stakeholders, developing consensus, and aligning strategic plans with budgets. This focus results in strategic plans that can truly transform an organization and have meaningful, positive impacts on the community.



## Michele Weinzetl, Ed.D, Prosci® CCP

### Manager

Michele has over 27 years of experience in the public sector, specifically with police. She was chief of police for three different Minnesota police departments for 17 of those years. Michele has extensive experience instructing hundreds of police officers and police executives in the areas of supervision, leadership development, and a variety of policing skills. Michele also served as a subject matter expert, consultant and adjunct faculty member for the International Association of Chiefs of Police (IACP) Leading by Legacy program.

### Relevant Experience

**Chief of Police:** Michele served as a chief of police for three different Minnesota police departments for 17 years. She is also the past President of the Minnesota Chiefs of Police Association.

**International Association of Chiefs of Police:** Michele served as a senior project manager for the IACP. She conducted several management study projects including: full operations and management; technical assistance; recruiting, hiring, and retention; and patrol and staffing.

**IACP Leading by Legacy:** Michele has served as a subject matter expert, consultant, and adjunct faculty member for the IACP Leading by Legacy program. She has instructed hundreds of police officers and police executives in the areas of supervision, leadership and development, and a variety of policing skills.

**Publications:** Michele is the author of *Acting Out – Outlining Specific Behaviors and Actions for Effective Leadership*. She has also written several journal articles and has presented at many conferences, including the IACP annual conference.

### Select Clients:

Ann Arundel County, MD  
City of Alexandria, VA  
City of Albany, GA  
City of Duluth, MN  
City of Durham, NC  
City of Little Rock, AR  
City of Mansfield, CT  
City of Memphis, TN  
City of Norfolk, VA  
City of Northglenn, CO  
City of Westminster, CO  
Cobb County GA  
Glynn County, GA

### Education:

Ed. D., Higher Education and  
Adult Learning, Walden  
University  
MA, Organizational  
Management, Concordia  
University  
BA, Organizational  
Management, Concordia  
University  
AAS, Law Enforcement, North  
Hennepin Community College  
Prosci® Certified Change  
Practitioner  
Master Chief Law  
Enforcement Officer  
Certification



## Karen Whichard

### *Senior Consultant*

Karen is a senior consultant in our Local Government Practice Group and a seasoned public sector leader with 19 years of experience in both small and large local governments. Her time with local government organizations ranges from working with a town of 15,000 residents to playing a key role for the City of Charlotte which is home to nearly 900,000 residents. She boasts a significant track record of successfully building consensus, solving complex problems, and navigating diverse political environments to implement the policy vision of elected bodies.

### **Relevant Experience and Qualifications:**

**Organizational Assessments and Budget Planning:** As a member of the City of Charlotte Strategy & Budget Department, Karen provided operating and capital budget oversight of approximately \$1 billion in operating and capital budgets for functions including housing and neighborhoods, code enforcement, solid waste collections and the City's water/sewer utility. This work included analyzing budgets and personnel requests for appropriate staffing levels, evaluating capital needs, benchmarking city services, and ensuring rates and fees were set to meet cost recovery targets. As Assistant Town Manager for Davidson, North Carolina, she managed the Town of Davidson's \$14 million public facilities project as well as \$17 million in general obligation bond projects for parks, greenways and transportation. Part of this work led to the Town of Davidson's first AAA bond rating.

**Strategic Planning:** During Karen's time as Assistant Town Manager of Davidson, she directed the creation and adoption of the 2020-2021 two-year strategic plan including managing the biennial town board retreat. While working for the City of Charlottesville, Karen served as the lead budget analyst for the Strategy and Budget department where she oversaw budgeting operations and the City's Environmental Focus Area Plan. She also assisted in the development of the City's Strategic Energy Action Plan.

**Health and Human Services:** As Assistant County Manager for Gaston County, Karen was a member of the Executive Leadership team where she rebuilt the relationship with a key community non-profit active in child welfare and foster care after years of challenges. She also implemented a change management program to improve workplace culture in the DSS child welfare division.

**Water Utilities:** As a member of the Charlotte Water Leadership Team, Karen managed external communications and performed varying levels of policy analysis and evaluation. She led a project that successfully rebranded the utility from CMUD to Charlotte Water. Karen also assisted the Director and Deputy Director in the implementation of key

### **Education**

BA, Journalism and Mass Communication, University of North Carolina at Chapel Hill

Master of Public Administration, University of North Carolina Charlotte

programs such as biosolids crisis communications, coal ash, changes to rates and fees, interlocal agreements, and key regulatory requirements for the utility.



Melissa Vanlandingham

Consultant

Melissa is a consultant in our Public Safety Practice with 15 years of experience in law enforcement as an intelligence analyst, crime analyst, and dispatcher. She has extensive experience working with qualitative and quantitative data for the purpose of analysis and intelligence gathering. A proactive self-starter, Melissa thrives when working on complex projects, managing concurrent objectives to promote efficiency and professionalism.

Relevant Experience

**Criminal Intelligence:** Melissa spent over 7 years working for the Austin Police Department as a Senior Criminal Intelligence Analyst. During this time, she was responsible for reviewing and analyzing cell phone records, providing case specific analysis for criminal events. She updated APD logs daily, documenting potential series or trends in robbery cases using MS Excel pivot table extractions. After comprehensive research into Organized Criminal Networks, Melissa developed specific target profiles and created organizational or group hierarchy link analysis charts utilizing i2 Analyst Notebook. She provided geospatial analysis for data pertaining to crime types or specific criminal activity through ArcGIS to produce accurate tactical and/or strategic intelligence maps that are provided to command staff for review and response.

**Crime Analysis:** Melissa spent four years as a Violent Crimes Analyst for the Austin Police Department. She read, compiled, and analyzed crime reports from the department's RMS to understand potential causes of criminal activity, develop leads, or find links in crimes by attributes specific to the crime in order to gain crime intelligence, provide crime reduction strategies, and potentially forecast criminal activity based on trend or series analysis. She studied crime data using ArcGIS software to identify crime trends, patterns, series, or hot spots to help formulate tactical deployment and strategic resources. Melissa was also responsible for daily export of calls for service for Charlie and Henry sectors from various departmental RMS sources (i.e. CAD Visinet, Versadex, IBM® Oracle Discoverer, and Qlik Sense), into MS Excel to clean and review in order to have a useable dataset for crime analysis in that specific area of the city for the week.

Select Clients

City of Charlotte-Mecklenburg, NC  
City of Boca Raton, FL  
City of Urbana, IL  
City of Waterbury, CT  
City of Frisco, TX

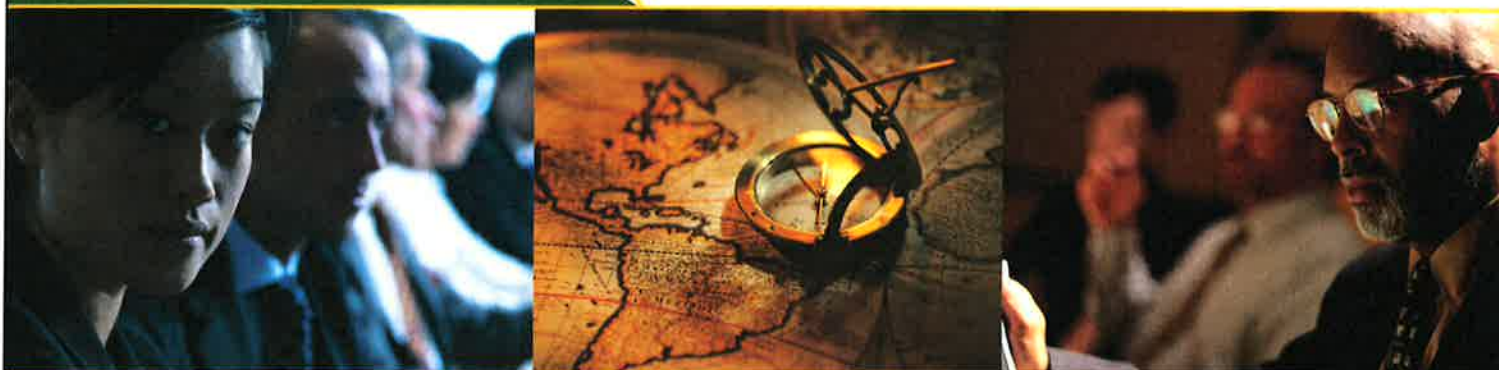
Education

Bachelor of Science  
Criminal Justice, St. Edward's University



# A Proposal to Conduct a Staffing Model Analysis for the City of Belle Isle, FL RFP #2023-06

## ORIGINAL



Evergreen Solutions, LLC

May 4, 2023





## Evergreen Solutions, LLC

2528 Barrington Circle • Unit #201 • Tallahassee, Florida 32308  
850.383.0111 • fax 850.383.1511

---

May 2, 2023

Ms. Yolanda Quiceno, City Clerk  
City of Belle Isle  
1600 Nela Avenue  
Belle Isle, Florida 32809

Dear Ms. Quiceno:

Evergreen Solutions, LLC is pleased to submit a proposal to conduct a Staffing Model Analysis for the City of Belle Isle. Our response is based on our review of your Request for Proposal (RFP #2023-06), our experience working with hundreds of local governments throughout the country and our knowledge of best practices in local government human resources management. **Evergreen is well qualified to provide the services being requested by the City of Belle Isle as we have worked with more than 1,100 public sector organizations throughout the country in providing a variety of human resource consulting, including many staffing studies.**

Evergreen was formed in 2004 to provide an alternative to traditional consulting practices. We provide an innovative and effective option by focusing on clients needing partners and not simply another service provider.

As a national firm, Evergreen Solutions continues to grow and our territory now includes clients in 46 states. In the State of Florida, Evergreen has worked with, or is currently on contract to work with, the following public sector organizations in various human resource and management capacities: City of Sunrise; City of Tamarac; City of Hollywood; City of Plantation; City of Delray Beach; City of Deltona; City of Doral; City of North Miami Beach; City of Palm Beach Gardens; City of Parkland; City of Destin; City of Panama City; City of Panama City Beach; City of Pensacola; City of Apalachicola; City of Sopchoppy; City of Alachua; City of Bartow; City of Bunnell; City of Bushnell; City of Cape Coral; City of Clermont; City of Cocoa; City of Coral Springs; City of Dania Beach; City of Daytona Beach; City of Daytona Beach Shores; City of Dunedin; City of Fort Walton Beach; City of Ft. Myers; City of Gainesville; City of Green Cove Springs; City of Groveland; City of High Springs; City of Holly Hill; City of Holmes Beach; City of Homestead; City of Holy Hill; City of Indian Harbour Beach; City of Jacksonville; City of Jacksonville Beach; City of Key West; City of Kissimmee; City of Lake City; City of Largo; City of Maitland; City of Marathon; City of Melbourne; City of Miramar; City of Cooper City; City of New Port Richey; City of New Smyrna Beach; City of North Port; City of Ocala; City of Orange City; City of Orlando; City of Palm Bay; City of Plant City; City of Punta Gorda; City of Sarasota; City of Sebring; City of St. Cloud; City of St. Petersburg; City of Sunny Isles Beach; City of Temple Terrace; City of Venice; City of West Melbourne; City of Winter Park; City of Zephyrhills; Bay County; Santa Rosa County; Okaloosa County; Walton County; Gadsden County; Gulf County; Leon County; Wakulla County; Franklin County; Charlotte County; DeSoto County; Hardee County; Collier County; Highlands County; Sarasota County; Monroe County; Palm Beach County; Miami-Dade County; Pinellas County; Marion County; Manatee County; Martin County; Seminole County; Sumter County; Orange County; Brevard County; Flagler County; Lake County; Alachua County; Hernando County; Osceola County; Citrus County; Miami Shores Village; Village of North Palm Beach; Village of Pinecrest; Village of Islamorada; Town of Lake Park; Town of Jupiter; Town of Cutler Bay; Town of Davie; Town of Longboat Key; Town of Lady Lake; Town of Orange Park, FL; Town of Palm Beach; and many others.

Evergreen Solutions is able to fully comprehend the challenges and goals of the City of Belle Isle because of our vast understanding of local government human resources, and the fact that we possess the necessary experience and qualifications. Our team has significant expertise in conducting staffing studies and similar HR consulting work for local governments and other public sector organizations, as evidenced in **Section 3** of our proposal. Detailed resumes are available upon request.

Some of the human resource services Evergreen has focused on include: staffing studies; workload analyses; classification and compensation studies; salary and benefits surveys; performance evaluation and appraisal system design; HR department reviews; recruitment, hiring, and retention studies; and strategic and workforce planning.

Through our experiences in conducting this wide range of projects, we have gained the knowledge of every aspect of the management and operations involved in local government human resources management. We have developed helpful methods and tools that assist clients in implementing and maintaining our study recommendations.

As President of Evergreen Solutions, I am authorized to commit our firm contractually to this engagement. We have attached all of the required forms, including a certificate of insurance demonstrating that we can meet the City's requirements.

We appreciate this opportunity and commit to you our best effort if selected for this engagement. If you have any questions, please feel free to contact me at (850) 383-0111 or via email at [jeff@consultevergreen.com](mailto:jeff@consultevergreen.com).

Sincerely,

Dr. Jeff Ling, President  
Evergreen Solutions, LLC

ATTACHMENT A

NON-DISCRIMINATION AFFIDAVIT

I, the undersigned, hereby duly sworn, depose and say that the organization or business entity represented herein shall not discriminate against any person in its operations, activities, or delivery of services under any agreement it enters with the City of Belle Isle. The same shall affirmatively comply with all applicable provisions of Federal, State, and local equal employment laws and shall not engage in or commit any discriminatory practice against any person based on race, age, religion, color, gender, sexual orientation, national origin, marital status, physical or mental disability, political affiliation or any other factor which cannot be lawfully used as a basis for service delivery.

It is the policy of the City of Belle Isle that Minority/Women-Owned Business Enterprises (MWBE) shall have the maximum opportunity to participate in all contracts. The City of Belle Isle will accept MWBE certifications from Orange County and any State of Florida certification.

Further, City Purchasing Police Section 1.8 requires that all contracting agencies of the City, or any department thereof, acting for or on behalf of the City, shall include in all contracts and property contracts hereinafter executed or amended in any manner or as to any portion thereof, a provision obligating the Contractor not to unlawfully discriminate (as proscribed by federal, State, county, or other local law) on the basis of the fact or perception of a person's race, color, creed, religion, national origin, ancestry, sexual orientation, gender identity or expression, marital status, pregnancy, familial status, veterans status, political affiliation, or physical or mental disability and such person's association with members of classes protected under this chapter or in retaliation for or opposition to any practices forbidden under this chapter against any employee of, any City employee working with, or applicant for employment with such Contractor and shall require such Contractor to include a similar provision in all subcontracts executed or amended there under.

By: Dr. Jeff Ling  
Title: President

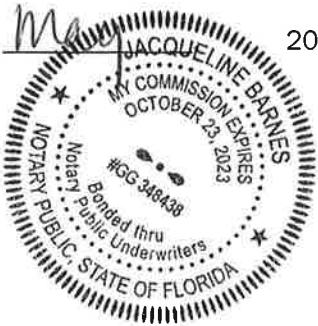
STATE OF FLORIDA  
COUNTY OF Leon

Sworn to and subscribed before me this 1<sup>st</sup> day of May, 2023, by

Jacqueline Barnes  
Signature of Notary Public

☒ Personally known, or  
☐ Produced Identification

Type of ID Produced: \_\_\_\_\_



## ATTACHMENT B

NON-DEBARMENT AFFIDAVIT

Page 1 of 2

Dr. Jeff Ling Being first duly sworn, deposes and says that:

He/She is President  
 of Evergreen Solutions LLC the Proposer ("Respondent")  
 that has submitted the attached Proposal. By offering submission to this RFP, the Respondent certifies  
 and affirms that to the best of their knowledge and belief, that:

1. The Respondent is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in any transaction of any Federal, State, or local agency; and
2. The Respondent has not within three years preceding this Proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records; making false statements; or receiving stolen property; and
3. The Respondent is not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph 2 of this affidavit; and
4. The Respondent has not, within a three-year period preceding this Proposal, had one or more public transactions (Federal, State, or local) terminated for cause or default; and
5. The Respondent will submit a revised Debarment Affidavit immediately if the status changes.

If the Respondent cannot certify that they are not debarred, he/she shall explain with this submittal. An explanation will not necessarily result in denial of participation in a contract. Failure to submit a debarment affidavit will disqualify the Contractor from any contract award.

\_\_\_\_\_ Check here if an explanation is attached to this affidavit.

NON-DEBARMENT AFFIDAVIT

Page 2 of 2

By: \_\_\_\_\_

Print Name: Dr. Jeff Ling

Title: President

Date: 5/1/2023

STATE OF FLORIDA  
COUNTY OF Leon

The foregoing Agreement was acknowledged before me this 1<sup>st</sup> day of May 2023 by, Dr. Jeff Ling

who has affirmed that he/she has been duly authorized to execute the above document.

He/she is personally known to me or has produced \_\_\_\_\_ as identification.

NOTARY'S SEAL



NOTARY PUBLIC, STATE OF FLORIDA

Jacqueline Barnes  
Name of Acknowledger, typed, printed, or Stamped



## ATTACHMENT C

DRUG-FREE WORKPLACE CERTIFICATION

Preference must be given to vendors submitting a certification with their bid/proposal certifying they have a drug-free workplace in accordance with Section 287.087, Florida Statutes. This requirement affects all public entities of the State and becomes effective January 1, 1991. The special condition is as follows:

IDENTICAL TIE BIDS - Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids that are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program; a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on or require satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community by any employee who is so convicted.
6. Make a good faith effort to maintain a drug-free workplace through the implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

Evergreen Solutions, LLC  
COMPANY NAME

[Signature]  
VENDOR'S SIGNATURE

Must be executed and returned with the attached Proposal to be considered.

ATTACHMENT D

NON-COLLUSIVE AFFIDAVIT

State of FL

County of Leon

Dr. Jeff King being first duly sworn deposes and says that:

1. He/she is the President (Owner, Partner, Officer, Representative, or Agent) of Evergreen Solutions, LLC the Proposer that has submitted the attached Proposal;
2. He/she is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal.
3. Such a Proposal is genuine and is not a collusive or sham Proposal.
4. Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, have in any way colluded, conspired, connived, or agreed, directly or indirectly, with any other Proposer, firm, or person to submit a collusive or sham Proposal in connection with the Work for which the attached Proposal has been submitted; or to refrain from proposing in connection with such Work; or have in any manner, directly or indirectly, sought by agreement or collusion, or communication, or conference with any Proposer, firm, or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit, or cost elements of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against (Recipient), or any person interested in the proposed Work;
5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or any other of its agents, representatives, owners, employees, or parties in interest, including this affiant.

By: [Signature] Title: President

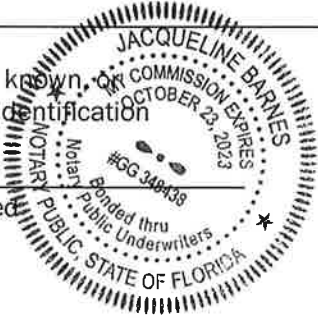
Company: Evergreen Solutions, LLC

STATE OF FLORIDA  
COUNTY OF Leon

Sworn to and subscribed before me this 1<sup>st</sup> day of May, 2022

by [Signature]  
☒ Personally known, or  
☐ Produced Identification  
Signature of Notary Public

Type of ID Produced: [Blank]



## ATTACHMENT E

CERTIFICATION PURSUANT TO FLORIDA STATUTE § 287.135

I, Dr. Jeff Ling President on behalf of Evergreen Solutions, LLC  
 Print Name and Title Company Name  
 certify that Evergreen Solutions, LLC does not:

1. Participate in a boycott of Israel; and
2. Is not on the Scrutinized Companies that Boycott Israel List; and
3. Is not on the Scrutinized Companies with Activities in Sudan List; and
4. Is not on the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List; and
5. Has not engaged in business operations in Syria.

Submitting a false certification shall be deemed a material breach of contract. In writing, the City shall provide notice to the Contractor of the City's determination concerning the false certification. The Contractor shall have ninety (90) days following receipt of the notice to respond in writing and demonstrate that the determination of false certification was made in error. If the Contractor does not demonstrate that the City's determination of false, certification was made in error then the City shall have the right to terminate the contract and seek civil remedies pursuant to Florida Statute § 287.135.

Section 287.135, Florida Statutes, prohibits the City from: 1) Contracting with companies for goods or services in any amount if at the time of bidding on, submitting a proposal for, or entering into or renewing a contract if the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to Section 215.4725, FS or is engaged in a boycott of Israel; and

2) Contracting with companies, for goods or services over \$1,000,000.00 that are on either the Scrutinized Companies with activities in the Iran Petroleum Energy Sector List, created pursuant to s. 215.473, or are engaged in business operations in Syria.

As the person authorized to sign on behalf of the Contractor, I hereby certify that the company identified above in the section entitled "Contractor Name" does not participate in any boycott of Israel, is not listed on the Scrutinized Companies that Boycott Israel List, is not listed on either the Scrutinized Companies with activities in the Iran Petroleum Energy Sector List, and is not engaged in business operations in Syria. I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject the company to civil penalties, attorney's fees, and/or costs. I further understand that any contract with the City for goods or services may be terminated at the option of the City if the company is found to have submitted a false certification or has been placed on the Scrutinized Companies with Activities in Sudan list or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.

Evergreen Solutions, LLC  
 COMPANY NAME  
Dr. Jeff Ling  
 PRINT NAME  
President  
 TITLE  
[Signature]  
 SIGNATURE

Must be executed and returned with the attached Proposal to be considered.





EVERSOL-01

MST e.

DATE (MM/DD/YYYY)  
4/28/2023**CERTIFICATE OF LIABILITY INSURANCE**

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Hub International Florida 1117 Thomasville Road Tallahassee, FL 32303	<b>CONTACT NAME:</b>	
	<b>PHONE (A/C, No, Ext):</b> (850) 386-1111	<b>FAX (A/C, No):</b> (850) 385-9827
<b>INSURED</b>  Evergreen Solutions, LLC 2528 Barrington Circle Unit 201 Tallahassee, FL 32308	<b>E-MAIL ADDRESS:</b>	
	<b>INSURER(S) AFFORDING COVERAGE</b>	
	<b>INSURER A : Cincinnati Indemnity Company</b>	
	<b>INSURER B : Hartford Casualty Insurance Company</b>	
	<b>INSURER C : Twin City Fire Insurance Company</b>	
	<b>INSURER D :</b>	
<b>INSURER E :</b>		
<b>INSURER F :</b>		

<b>COVERAGES</b>	<b>CERTIFICATE NUMBER:</b>	<b>REVISION NUMBER:</b>
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.		

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			ENP0586601	8/17/2020	8/17/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 500,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			EBA0586601	8/17/2022	8/17/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			ENP0586601	8/17/2020	8/17/2023	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A		21WECAB8IM0	10/24/2022	10/24/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liab			21PG025884622	8/17/2022	8/17/2023	per claim \$ 2,000,000
C	Professional Liab			21PG025884622	8/17/2022	8/17/2023	aggregate \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER****CANCELLATION**City of Belle Isle, FL  
1600 Nela Avenue  
Belle Isle, FL 32809

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

---

# Table of Contents

**1. Background and Experience ..... 1**

    1.1 Background and History ..... 1

    1.2 List of Similar Projects ..... 3

    1.3 References..... 10

**2. Approach, Methodology, and Work Plan ..... 10**

    2.1 Approach and Methodology ..... 10

    2.2 Detailed Work Plan..... 12

    2.3 Proposed Timeline ..... 17

**3. Key Personnel ..... 17**

**4. Total Project Cost..... 20**



# Response to Request for Proposals

Evergreen Solutions is well qualified to conduct a Staffing Model Analysis for the City of Belle Isle due to our experience in conducting these studies for many local governments and other public sector organizations across the country. As required in the Request for Proposals, we have provided the following sections:

1) Background and Experience; 2) Approach, Methodology, and Work Plan; 3) Key Personnel; and 4) Total Project Cost.

## 1. Background and Experience

In this section, we provide the background and history of Evergreen, a list of similar projects we have conducted, and references.

### 1.1 Background and History

Evergreen Solutions, LLC is a national, multidisciplinary, public sector management consulting firm, which specializes in working with public sector organizations, including hundreds of local governments, across the nation. We provide a unique approach, rather than the “consulting as usual” approach, by partnering with our clients to find innovative, real-world solutions to public management.

Evergreen Solutions was formed in 2004 to provide a modern, practical alternative to the typical consulting options. The firm is made up of management and human resource professionals as well as strategic partners who came together to form an innovative alternative that places clients and their needs before any individual, model, or corporate goal.

Evergreen’s philosophy is based on an understanding that there is not a “one size that fits all” solution to compensation management. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations.

Evergreen is located at 2528 Barrington Circle, Unit 201, Tallahassee, Florida with additional offices in Tampa, Orlando, and Fort Lauderdale. Evergreen employs 27 full-time professionals who provide a variety of human resources consulting.

Evergreen’s main focus is on people, management, and technology. This focus allows our team to provide a broad variety of services. Our areas of expertise include: staffing studies; workload analyses; classification and compensation studies; salary and benefits surveys; performance evaluation reviews; organizational reviews; HR department reviews; training assessments; and strategic planning.

We invite you to browse our Web site at [www.ConsultEvergreen.com](http://www.ConsultEvergreen.com) or visit us on LinkedIn at [www.linkedin.com](http://www.linkedin.com) for more information about our services, staff, and past experience.

Clients nationwide have been successfully implementing recommendations from our team of professional consultants for decades. Evergreen has contracted with public sector, quasi-governmental, and non-profit organizations in 46 states throughout the country. **Exhibit 1** includes a sample list of public sector clients in the State of Florida that our consultant team has worked with, or is currently in contract to work with, in providing a variety of human resource consulting services, including staffing studies.



### Exhibit 1: Florida Public Sector Clients

City of Alachua	City of St. Petersburg	Flagler County Sheriff's Office
City of Bartow	City of Tallahassee	Lake County Sheriff's Office
City of Bushnell	City of Tamarac	Leon County Sheriff's Office
City of Cape Coral	City of Temple Terrace	Manatee County Sheriff's Office
City of Clearwater	City of Titusville	Monroe County Sheriff's Office
City of Clermont	City of Venice	Nassau County Sheriff's Office
City of Cocoa	City of West Melbourne	Okaloosa County Sheriff's Office
City of Coral Gables	City of Winter Park	Pasco County Sheriff's Office
City of Coral Springs	City of Sunrise	Volusia County Sheriff's Office
City of Dania Beach	City of Zephyrhills	Walton County Sheriff's Office
City of Daytona Beach	Alachua County	Florida Sheriff's Association
City of Daytona Beach Shores	Bay County	Florida Association of Counties
City of Delray Beach	Brevard County	Florida League of Cities
City of Deltona	Charlotte County	FL Association of Court Clerks/Comptrollers
City of Destin	Citrus County	FL Public Human Resource Association
City of Doral	DeSoto County	Board of Bar Examiners
City of Dunedin	Escambia County	The Florida Bar
City of Fort Myers	Flagler County	Hillsborough County Clerk of Court/Comptrollers
City of Fort Walton Beach	Gulf County	Ft. Pierce Utilities Authority
City of Green Cove Springs	Hardee County	Keys Energy Services
City of Groveland	Hernando County	Kissimmee Utility Authority
City of Hallandale Beach	Highlands County	Utilities Commission of New Smyrna Beach
City of High Springs	Hillsborough County	Florida Keys Aqueduct Authority
City of Holly Hill	Lake County	Sarasota Bay Estuary Program
City of Hollywood	Leon County	Toho Water Authority
City of Holmes Beach	Manatee County	Tampa Bay Water
City of Key West	Martin County	Peace River Manasota Reg. Water Supply Auth.
City of Jacksonville	Miami-Dade County	St. Johns River Water Management District
City of Jacksonville Beach	Miami Shores Village	Southwest Florida Water Management District
City of Kissimmee	Monroe County	South Florida Water Management District
City of Lake City	Okaloosa County	Loxahatchee River District
City of Largo	Orange County	Okaloosa Gas District
City of Maitland	Osceola County	Lake Apopka Gas District
City of Marathon	Palm Beach County	Solid Waste Authority of Palm Beach County
City of Melbourne	Pinellas County	CareerSource Pinellas
City of Miramar	Santa Rosa County	CareerSource Northeast Florida
City of New Smyrna Beach	Sarasota County	Worknet Pinellas
City of North Lauderdale	Seminole County	Association for Institutional Research
City of North Miami Beach	Wakulla County	Florida Telecommunications Relay, Inc.
City of North Port	Town of Cutler Bay	Orange County Library System
City of Ocala	Town of Davie	Pinellas Housing Authority
City of Oldsmar	Town of Jupiter	Manatee County Clerk's Office
City of Orange City	Town of Lade Lake	Gadsden County Property Appraiser's Office
City of Orlando	Town of Lake Park	Brevard County Property Appraiser's Office
City of Palm Bay	Town of Longboat Key	Monroe County Property Appraiser's Office
City of Palm Beach Gardens	Town of Medley	Brevard County Tax Collector
City of Panama City	Town of Palm Beach	Flagler County Tax Collector
City of Panama City Beach	Town of Ponce Inlet	Palm Beach County Tax Collector
City of Parkland	Town of Orange Park	Highlands County Clerk of the Circuit Court
City of Pensacola	Village of North Palm Beach	Leon County Clerk of the Circuit Court
City of Plant City	Village of Pinecrest	Health Care District of Palm Beach County
City of Plantation	Alachua County Sheriff's Office	Hillsborough Area Transit Authority
City of Punta Gorda	Bay County Sheriff's Office	Orlando-Orange County Expressway Authority
City of Sarasota	Clay County Sheriff's Office	Sarasota-Manatee County Airport
City of Sebring	Collier County Sheriff's Office	Northwest Florida Beaches International Airport





## 1.2 List of Similar Projects

The following is a sample of some of the similar local government work we have conducted or are currently under contract to conduct.

**Staffing Study - Leon County Sheriff's Office, Florida:** Evergreen Solutions is engaged with the Leon County Sheriff's Office to conduct a Staffing Study. Evergreen will perform the following: collect current Key Performance Indicators (KPIs) and other outcome-related data; develop and issue benchmarking survey to collect level, staffing, and KPI results from relevant peer organizations; develop a peer staffing matrix based on KPI and/or outcome measure variation that includes the expected staffing range by job level; utilize comparison data from benchmark survey peers in the peer staffing matrix to assess organizational structure and staffing levels; identify jobs by level that fall outside of the estimated staffing thresholds; develop staffing model based on current strategic needs, comparison of KPI results, and peer thresholds; provide recommended staffing levels for future years, using data from County on population growth projections, provide recommendations for future staffing needs of the LCSO; create a matrix that identifies all gaps between the current and desired staffing by level and functional area of the LCSO; estimate the overall resource and cost savings for each change or gap based on the current and proposed staffing model; and submit a final report that summarizes results and links recommendations and outcomes from the study.

**Staffing Study - City of Fort Myers, Florida:** Evergreen Solutions was engaged with the City of Fort Myers to conduct a Staffing Study of the Police Department. Evergreen performed the following tasks: developed a project plan summarizing tasks, milestones, and deliverables; conducted five interviews and four focus groups with various department stakeholders; reviewed current pay distribution of all ranks and identified pay challenges (i.e. compression, high volume of employees maxed out, etc.); analyzed current turnover trends by rank or level; explored development of additional ranks in the career structure to align with peers and best practices; amended and updated current career development plan (CDP), including what would be needed for promotion, and the pay increases of promotion; provided recommendations on patrol shift make-up to align with recommended rank structure changes; and created a new compensation plan to align with recommended CDP, including one step approach and one alternative approach (hybrid or open).

**Performance Audit - City of Pensacola, Florida:** Evergreen Solutions was engaged with the City of Pensacola to conduct an Efficiency Study (which included a staffing analysis) of the Clerk's Office. Evergreen performed the following tasks: met with the City Clerk and the Assistant City Clerk; examined statutory guidelines; documented major processes; determined common and best practices among a subset of peers; and developed and presented findings and recommendations.

**Human Resource Audit (included a Staffing Study) - City of Cape Coral, Florida:** Evergreen Solutions was hired by the City of Cape Coral to conduct an audit of the City's human resource function. The City Auditor worked closely with Evergreen Solutions' staff to create tools for data collection, set benchmarks for comparison, and determine recommendations for improving overall efficiency and effectiveness, including customer service. The study resulted in recommendations in staffing, processes, operations, and overall performance.

**Compensation and Classification Study and Staffing Analysis - City of Daytona Beach Shores, Florida:** Evergreen Solutions was retained by the City of Daytona Beach Shores to conduct a Compensation and Classification Study that included a staffing analysis and the development of a Performance Appraisal System. Evergreen's consultants assessed the conditions within the City's current compensation and classification systems and provided a summary. The Job Assessment Tool (JAT) and



Management Issues Tool (MIT) was used to build a projected classification plan and develop preliminary recommendations. Evergreen prepared and conducted a customized market salary survey and provided an external assessment summary, as well as a staffing analysis. Comparison data from a representative group of comparable targets were included in the analysis. A final report was developed, outlining the methodology and results of the study, including all market research and recommendations. Recommendations were also developed for future Compensation Administration and updating and creating new job descriptions.

**Staffing Study - City of Powder Springs, Georgia:** Evergreen was hired by the City of powder Springs to conduct a City-wide Staffing Study. Evergreen's consultants performed the following tasks: conducted project kickoff meetings; collected relevant City data; conducted staff and leader interviews to assess existing operations; conducted, documented and reviewed existing operations including workflow and workload analysis; developed and collected peer staffing and outcomes survey; conducted workload and key performance indicator (KPI) analyses; and reported results and provided recommendations including staffing/organizational re-design.

**City of Fayetteville, Georgia:** Evergreen Solutions was retained by the City of Fayetteville to conduct a Staffing Study of the following departments and provide recommendations for the appropriate number of staff for the Finance, Community Development, Economic Development and Public Works/Water Department as compared to peer organizations.

**Departmental Job Analysis, Classification and Efficiency Study - Town of Colchester, Vermont:** Evergreen Solutions was retained by the Town of Colchester to assist with an efficiency and effectiveness review of Town operations. The study included a multi-disciplinary approach to gaining input from employees, managers, elected officials, and citizens. Data was collected through employee focus groups, employee and manager surveys, manager interviews, community survey, employee job analysis, benchmark analysis, and process review sessions. An overall operational model was created to summarize Town operations that linked employee tasks, major functional activities, key business processes, and services or programs together for all levels of the organization and analyzed the value, performance and resources for each element.

The results of the model were compared to current and potential outcomes through gap analysis and a series of recommendations were created to address the current and future needs of the Town. Each recommendation was coupled with specific actions plans, timelines, resource outcomes, and assignment of duties. In addition, the current classification structure was updated to ensure that the documented division of work matched organizational reality.

**Operations Review/Efficiency Study (included a Staffing Analysis) - City of Norwalk/Norwalk Public Schools, Connecticut:** Evergreen Solutions was engaged with the City of Norwalk to conduct an Operations Review/Efficiency Study of the City and the school district. The primary purpose of the study was to identify and coordinate with the City to implement specific strategies to improve the efficiency of City government and K-12 public school operations in order to improve the value of government and educational services delivered to the community. The Departments within the City's scope, include: Information Technology; Community Services (i.e., Health Department, Human Services, Early Childhood, Youth Services, Human Relations and Fair Rent, and Library); Corporation Counsel; Finance (i.e., Comptroller, Management and Budgets, Purchasing, Tax Assessor, and Tax Collector); Economic and Community Development (i.e., Business Development and Tourism, Code Enforcement, Planning and Zoning, and Transportation, Mobility and Parking); Fire (Emergency Management); HR and Personnel; Operations and Public Works (i.e., Building Management, Engineering, Highways, and Recreation and Parks); Police; and Town Clerk. Some of the Departments within Norwalk Public Schools in the scope includes: Facilities; Finance; Grants; Health Services; Human Resources; Information Technology; Operations; Maintenance; Purchasing; Recruiting/Talent Acquisitions; and Transportation.



Evergreen's consultants performed the Efficiency Study in two parts for both the City and Norwalk Public Schools. In Part 1, Evergreen's consultants researched and analyzed the current performance by identifying areas where there was a high potential to improve efficiencies within the scope of the project, measuring and mapping the current state of the identified area; and analyzing the current state to determine the likely causes of inefficiencies. In Part 2, Evergreen's consultant identified the obstacle(s) to implement the recommendations; developed countermeasures to address the causes of inefficiencies; and designed the future state of the workflows with integrated countermeasures.

**Management, Organizational Structure, and Efficiency Study (included Staffing Analysis) - Town of Carolina Beach, North Carolina:** Evergreen Solutions was engaged with the Town of Carolina Beach to conduct a management, organizational structure, and efficiency study. The objective of this study was to review all Town Departments, current management structure, staffing, and current/future staff workloads and to make recommendations regarding the most effective and efficient management and organizational structure and staffing to meet the service levels expected by elected officials, Town residents, business owners, and visitors. The study was performed in conformance with the following directives:

- review current and past organizational structures and staffing levels;
- review and summarize current services provided and staff workloads for all departments (winter and summer);
- determine what is working well with the Town's organizational structure and staffing levels and determine the areas that may need improvement;
- compare and contrast the Town's organizational structure, services, and staffing levels with other similar sized cities in North Carolina and other industry staffing standards, if available;
- review current and future Town services and workloads to determine the most effective and efficient management and organizational structure to meet the demands and expectations of elected officials, Town residents, business owners, and visitors; review current and future Town tax structure to other towns of similar size and makeup.
- determine a method of assessing the health of the organization's culture, internal relationships, and attitudes toward the workplace. Depending on the outcome of the assessment, determine effective measures to improve those areas that need addressing;
- determine cost saving measures that could be implemented that will allow similar or increased levels of service and that will improve overall efficiency; and
- identify performance measures that may result in assessing the effectiveness of those recommendations that are implemented.

**Performance Audit and Financial Review - Davie County, North Carolina:** Evergreen Solutions was retained by Davie County to conduct a comprehensive Performance Audit of Davie County Departments as well as a detailed Financial Review of Davie County Public Schools. The first part of the study, the performance audit, focused on the organizational, operational, and financial efficiency and effectiveness of Davie County operations from a departmental standpoint. The second segment of the study, the financial review of school operations, aimed at assisting Davie County Public Schools in continuing to succeed and improve in its primary mission, the education of all students. In the end, Evergreen presented findings and recommendations to key stakeholders on containing costs, improving management strategies, and improving the overall efficiency, effectiveness, and productivity of the county and the school district.





The initial phase of the study involved a careful analysis of county government operations in each department, including human resources, information technology, public safety, health, social services, solid waste and water, tax, and several other departments. Specifically, Evergreen reviewed past reports and existing data sources, conducted interviews, and established a channel for community input to begin the analysis. Next, Evergreen's team benchmarked Davie County operations to operations in peer districts using comparative data and statistical analysis. Pairing the outcome of this analysis with findings from on-site reviews and interviews, Evergreen determined areas where the county could make improvements to existing processes, plans, and procedures.

**Performance Audit and Financial Review - Lee County, North Carolina:** Lee County hired Evergreen Solutions to conduct a comprehensive Performance Audit of Lee County Departments as well as a detailed Financial Review of Lee County Public Schools (LCPS). The first section of the study, the financial review of school operations, aimed at assisting Lee County Public Schools in continuing to succeed and improve in its primary mission, the education of all students. The second part of the study, the performance audit, focused on the organizational, operational, and financial efficiency and effectiveness of Lee County operations from a departmental standpoint. In the end, Evergreen presented findings and recommendations to key stakeholders on containing costs, improving management strategies, and improving the overall efficiency, effectiveness, and productivity of the county and the school district.

Concurrent with the review of school district financial operations, Evergreen conducted phase two of the study; an analysis of county government operations in each department. Specifically, Evergreen reviewed past reports and existing data sources (policies, organizational charts, financial audits, job descriptions, salary schedules, employee handbook, etc.), conducted interviews, and established a channel for community input to begin the analysis. Next, Evergreen's team benchmarked Lee County operations to operations in peer districts using comparative data and statistical analysis. Pairing the outcome of this analysis with findings from on-site reviews and interviews, Evergreen determined areas where the county could make improvements to existing processes, plans, and procedures.

**Organizational Structure Review (i.e., Staffing Study) of Transportation Unit - City of Raleigh, North Carolina:** Evergreen Solutions was engaged with the City of Raleigh to review the organizational structure of the Transportation Planning service unit. For this review, Evergreen consultants: reviewed the overall organizational structure of the Transportation Planning service unit; met with and gain an understanding of the team members in the service unit; determined whether the current organizational structure best met the needs of the service unit; and made recommendations on how to improve the organizational structure to enhance efficiency and effectiveness.

**Efficiency and Effectiveness Study - Land-of-Sky Regional Council, North Carolina:** Evergreen Solutions was hired by the Land-of-Sky Regional Council in North Carolina to conduct an Efficiency and Effectiveness Study. The foundation of Evergreen's approach to conducting this study centered on the simple premise of aligning needs with resources in an optimal manner. Strategic needs were the main driving force for the Council in examining its direction and alignment. Strategic needs included the expectations of citizens, the needs of the community, and the relative resources available to the Council. Therefore, in conducting the performance audit, Evergreen consultant's: assessed the organizational effectiveness and operational performance levels of the Regional Council; assisted the Regional Council in continuing accomplishments through a steadfast commitment to efficient and effective support operations; identified, initiated, and institutionalized best practices, which could be identified from other government or private industry providers of similar service or functions, throughout the Regional Council; identified potential savings associated with implementing best practices; identified costs to implement recommendations; and develop an implementation plan to realize quickly the maximum benefits.

In the end, Evergreen developed findings, commendations, and recommendations for containing costs and improving management strategies that led to better and more efficient expenditures of funds.



**Performance Audit of the Health Department - Yadkin County, North Carolina:** The purpose of the Performance Audit was to conduct an objective and systemic examination of the Health Department using a structured and professionally adopted methodology to evaluate overall efficiency, effectiveness, and productivity. The foundation of Evergreen's approach methodology for this study was based on the simple premise of aligning needs with resources in an optimal manner; specifically, alignment of communication, resources, processes, and organizational objectives.

Evergreen's conceptual model for completing such a study was designed with a top-down approach. That is, higher level strategic needs such as citizen expectations, community needs, and relative resources are first assessed during the audit. Then, individual service models for specific functional areas are analyzed. Finally, operational components such as organization and management, resources management, and policies and procedures are assessed for inefficiencies. This top-down approach is optimal for identifying areas in which the Health Department can become more efficient, effective, and productive. In the end, Evergreen presented a final report of the findings, commendations, and recommendations to the Yadkin County Board of County Commissioners which will provide specific recommendations and implementation plans to optimize Yadkin Health Department's overall performance.

**Organizational/Staffing Study - Town of Clayton, North Carolina:** Evergreen Solutions was retained by the Town of Clayton to conduct an Organizational/Staffing Study. Evergreen obtained and analyzed reports and background materials pertinent to the study; collected current Key Performance Indicators (KPIs) and other outcome-related data; prepared and submitted a summary of findings highlighting strategic needs, major services areas, functional areas, and major programs; collected benchmark data from peers relating to staffing; developed a peer staffing matrix based on KPI and/or outcome measure variation that included the expected staffing range by job level; evaluated and assessed the Town's overall organizational structure and staffing levels in each department; and prepared a summary of findings.

**Organizational Assessment of the Human Resources Department - York County, South Carolina:** Evergreen Solutions was engaged with York County to conduct an Operational Assessment of the County's Human Resource Function. Evergreen's consultants conducted a comprehensive review on the operational effectiveness and the identification of process improvements and other methods of optimizing service to the County in the areas of employee relations; HR compliance review; employee recruitment; and training and organizational development. Evergreen further evaluated the Human Resources Department for effectiveness including, but not limited to: staffing of operations and providing recommendations for staffing levels and patterns to aid in efficiency, cost-effectiveness, and service; use of technology and management information systems; and process improvements and workflows for HR related communications and decision making.

**Comprehensive Classification and Compensation Study (Included a staffing analysis) - City of Odessa, Texas:** Evergreen Solutions was retained by the City of Odessa to conduct a Comprehensive Classification and Compensation Study. Evergreen's consultants reviewed the current classification structure and proposed retention, redesign, or replacement and reviewed all current compensation plans including non-salary/wage remuneration and non-cash components (benefits and perquisites) to develop an understanding of the City's total compensation structure. Evergreen further performed the following tasks: reviewed current staffing levels for both public safety and non-public safety departments with regard to identified objective criteria; provided recommendations for consolidation or division of current departments, staff level changes, justifications for resulting staffing levels in each of the 10 departments, and methodology for changing future staffing levels; delivered and designed implementation methodology and timelines for a competency-based system for applicable jobs which could be integrated into the classification and compensation deliverables; designed and delivered a performance evaluation system which could be used to drive the recommended classification and compensation career progression models; and designed and delivered a permanently licensed, software-based succession planning system that integrated Evergreen's deliverables which included components to identify positions to be monitored, evaluate personnel readiness, and manage organization-wide succession gaps and opportunities.



### **Classification and Compensation Study and a Staffing Analysis - City of Harlingen, Texas:**

Evergreen Solutions is retained by the City of Harlingen to conduct a Classification and Compensation Study and a Staffing Analysis. Evergreen's consultants will perform the following tasks: provide for a comprehensive evaluation of every job class within the City to establish appropriate classification and pay grade assignments as well as pay ranges and step progressions within the ranges; conduct a compensation survey of the market including comparable Texas municipalities, and, appropriate private sector competitive employers; prepare a new salary structure based on the results of the survey and best practice research; analyze and recommend changes to the present compensation structure to meet market analysis; review current compensation plan (salary grade levels and steps) and understand current challenges in recruiting and retaining employees; recommend and identify a consistent and competitive market position that the City can strive to maintain; review staffing levels and make recommendations; recommend appropriate salary range for each position based on the proposed classification plan, the compensation survey results, internal equity and external parity; prepare a new salary structure based on the results of the survey and best practices; recommend implementation strategies including calculating the cost of implementing the plan; identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy these situations; recommend and provide implementation strategies related to other key compensation practices, based on market demands; and present findings and recommendations to City Administration as well as the Harlingen City Commission at a regularly scheduled commission meeting. **Note:** This project is nearing completion.

**Staffing Analysis - City of Lakeway, Texas:** The City of Lakeway hired Evergreen Solutions to conduct a Staffing Study, as an extension to their Compensation and Classification Study that was conducted by Evergreen's consultants, to resurvey Police Departments that were a part of the original study to determine additional information about their overtime policies, and precisely the manner in which these departments scheduled sworn officers and dispatchers.

**Staffing Study - City of Pflugerville, Texas:** Evergreen Solutions was engaged with the City of Pflugerville to conduct a staffing study. Evergreen's consultants performed the following tasks: held a kickoff meeting with the City's Project Manager and integral stakeholders to review study scope, milestones, and data required; collected relevant information related to the City, department, and staff; conducted department director interviews to understand areas of responsibility/provided services and staffing needs/shortfalls; reviewed JAT responses from included departmental staff; developed staffing benchmark survey; selected benchmark organizations for comparison; collected and analyzed staffing benchmark survey data; determined the appropriate staffing level by department or functional area; and assemble findings and recommendations for review by the City's Project Manager.

**Comprehensive Management and Efficiency Review (Included Staffing Analysis) - City of Fountain, Colorado:** As part of an ongoing effort to improve the efficiency and effectiveness of its operations and management, the City of Fountain, Colorado, a growing city near Colorado Springs, hired Evergreen Solutions to conduct a comprehensive management and performance review of its operations.

In Phase I, Evergreen Solutions consultants conducted a thorough diagnostic review of the Fountain's structure, management, and organizational issues. Chief among those was the tremendous growth the city has experienced since the late '90s, and which is projected to continue. This growth has led to a strain on limited resources within the city and a need to identify strategic priorities for the future.

In Phase II of the study, the Evergreen Solutions team conducted an in-depth analysis of the city's overall organizational structure, financial operations, human resources management, public safety operations, public works, and utilities management. The overriding goal of the study was to assist the city in determining where resources needed to be directed to accomplish its goals, where resources were being utilized inefficiently, and the best approach to realign resources to sustain positive community development.

In 2008, the City of Fountain again engaged Evergreen Solutions to facilitate the development of the City's comprehensive strategic plan. In the context of the plan development, the following major tasks will be completed over a six-month period:



- Conduct Internal, External, and Market Analysis;
- Develop City Mission, Vision, and Strategic Priorities;
- Develop City Administrative Goals and Objectives; and
- Develop Budget Linkage Plan.

Evergreen Solutions will be responsible for conducting a community-wide outreach program to solicit input, identifying the City's major strengths and weaknesses as well as core values, and developing a comprehensive plan to address five-year goals and objectives to guide the City and its development.

**Comprehensive Compensation Study and Staffing Study - City of Troy, Missouri:** Evergreen Solutions was engaged with the City of Troy to conduct a Comprehensive Compensation Study. Evergreen performed the following tasks: identified criteria that was used in selecting comparable entities. For example, entities with similar population, similar geography, a similar mix of residential and commercial properties, and similar work force; identified the process to normalize the data to adjust for differences in city population, size, or other differences from Troy; developed pay/productivity ratios for each City department that demonstrated how much salary was paid on average by each city for certain levels of service; performed a job analysis for each position and conducted interviews with employees; reviewed all job descriptions and created updated descriptions as needed; performed an organization-wide operational efficiency study and identified staffing levels that deviated significantly from that of comparable entities; performed a market salary survey to determine competitive salary levels for all positions; performed survey of market to compare the type of fringe benefits provided to comparable entity employees that included, but were not limited to, health insurance, dental, vision, life, vacation, sick leave, annual holidays, education reimbursement, training and work hours; updated the present salary schedule; and recommended compensation policy regarding salary caps.

**Compensation Study and Staff Review- City of Fulton, Missouri:** Evergreen Solutions was retained by the City of Fulton to conduct a Compensation Study and Staff Review that also included a comparison of benefit offerings in the market. Evergreen evaluated employee compensation and right-sized staffing in terms of comparability and competitiveness, both from an internal equity and market perspective for similar municipalities and positions in the region. Evergreen also conducted a gender/race equal-pay analysis and provided recommended pay structures.

**Nebraska Department of Health and Human Services - Comprehensive Human Resources Operations and Process Review Assessment:** Evergreen Solutions was retained by the State of Nebraska Department of Health and Human Services (DHHS) to assist with reviewing its internal human resource function through a strategic planning process. The seven-month process included four phases. Each phase was designed to meet the state's objectives of implementing an efficient and effective human resource operation. Phase one, Project Initiation, included the finalization of the work plan and collection of data.

During Phase two, Environmental Scanning and Stakeholder Involvement, Evergreen Solutions' consultants assessed customer satisfaction, analyzed and evaluated different business processes, conducted interviews, and identified organizational obstacles or barriers to service delivery. The third phase, Development of Department Structure and Service Delivery Strategy, included tasks to meet the state's objectives to identify opportunities and strategies for improving the service delivery process, as well as to identify processes that can be streamlined, and conduct a cost-benefit analysis of services. Finally, in Phase four, Development of Department Structure and Service Delivery Strategy, our consulting team created an overall implementation plan and delivered recommendations for the functional and process transitions.



### 1.3 References

As required in the Request for Proposals, we have provided the following references that we feel demonstrate our experience as it relates to the services being requested by the Cit of Belle Isle. We invite you to contact our client references as to the quality and timeliness of our consulting projects. Additional references are available upon request.

#### **Staffing Study**

##### **Leon County Sheriff's Office, Florida**

**Contact Information:** Mary P. Nicholson, Assistant Chief of Staff & Director of Human Resources, 2825 Municipal Way, Tallahassee, Florida 32304, (850) 606-3360, [nicholsonm@leoncountyfl.gov](mailto:nicholsonm@leoncountyfl.gov)



#### **Staffing Study**

##### **Town of Clayton, North Carolina**

**Contact Information:** Rich Cappola, Torn Manager, 111 E. Second Street, Clayton, North Carolina 27520, (919) 553-5002, [rcappola@townofclaytonnc.org](mailto:rcappola@townofclaytonnc.org)

**Note:** This study is nearing completion.



#### **Comprehensive Classification and Compensation Study and Staffing Study**

##### **City of Odessa, Texas**

**Contact Information:** Charles Hurst, Director of Human Resources, 411 W. 8<sup>th</sup> Street, Suite 104, Odessa, Texas 79762 (432) 335-4158, [churst@odessa-tx.gov](mailto:churst@odessa-tx.gov)

**Note:** This study is nearing completion



## 2. Approach, Methodology, and Work Plan

In this section we include our methodology and approach to conduct a Staffing Model Analysis for the City of Belle Isle; a detailed work plan—identifying the tasks, activities, and milestones necessary to accomplish the deliverables included in the scope of services of the RFP; and a proposed timeline.

### 2.1 Approach and Methodology

Strategic needs should be the main driving force in examining the direction and alignment of the organization. Strategic needs include the expectations of citizens, the needs of the community, and the relative resources available. The operational components of each service are the factors that determine the success of the individual service provision. These are organization and management, resource management, policies and procedures, and service delivery. The operational components not only drive the service model—in best practice organizations they lead to the desired outcomes:



- **Efficiency** – how well resources are being used in a process (input/output);
- **Effectiveness** – how well a process produces the desired outcome (meets citizen needs and expectations); and
- **Productivity** – how much is produced based on the capacity to produce (how much could be done in comparison to what is being done).

The specific objectives for a staffing analysis would be to develop findings, commendations, and recommendations for containing costs and improving management strategies in affected departments, ultimately leading to better and more efficient expenditures of the organization's funds.

The foundation of Evergreen's approach centers on the simple premise of aligning needs with resources in an optimal manner. Although this is one of the most obvious steps to creating a successful organization, it is one of the hardest to accomplish. Alignment by definition implies that communication, resources, processes, and organizational objectives come together in an efficient manner. When this does not occur, a "gap" is present.

In order to assess the nature of the gap and find the optimal solution, some basic questions must be answered:

- What are the needs of the organization?
- How do those needs differ across units or groups?
- What level of service is necessary to meet those needs?
- What are the priorities of the needs?
- What resources are currently available to address the needs?
- What is the current performance of those resources?
- What are the causal factors contributing to any gaps between actual performance and performance goals?
- Are the resources the correct resources?
- What are the types of resources?
- Are more or less of a type of resource needed?
- Are the resources organized and managed in order to maximize performance?
- Are the processes appropriate for the resource distribution?
- How might the overall system of delivery be improved?
- What are the time and resource constraints to accomplishing performance optimization?
- What is the implementation plan?

In keeping with these questions, Evergreen Solutions has a methodology that includes steps for garnering and analyzing the information necessary to:



- Define the needs of the organization.
- Determine the performance necessary to meet the needs.
- Assess the current level of performance for services.
- Evaluate the resources (staffing, technology, etc.) employed to address the organization's needs.
- Analyze processes and structures supporting the major business functions.
- Assess the gap between needs/standards and current performance.

## **2.2 Detailed Work Plan**

In this section we provide a detailed work plan for how we will accomplish all the work being requested by the City of Belle Isle.

### **Task 1.0 - Project Initiation**

**TASK GOALS:** Finalize the project plan with the City's Project Manager (CPM); finalize any remaining contractual negotiations; and establish an agreeable final time line for all project milestones and deliverables.

#### **TASK ACTIVITIES**

- 1.1 Meet with the CPM to discuss the following objectives: understand the City's mission and current strategic plan (if any); review our proposed methodology, approach, and project work plan to identify any necessary revisions; reach agreement on a schedule for the project including all assignments and project milestones/deliverables; and establish an agreeable communication schedule.
- 1.2 Identify potential challenges and opportunities for the study. Discuss the strategic direction of the City and some of the short and long-term priorities. This activity serves as the basis for assessing where the City is going and the major operational needs.
- 1.3 Discuss the project critical path and methods for addressing project challenges.
- 1.4 Review and edit the project work plan and submit a schedule to the CPM for the completion of each project task.

**KEY PROJECT MILESTONE:** Comprehensive project management plan

### **Task 2.0 – Data Collection**

**TASK GOALS:** Collect and review existing studies, reports and other pertinent data; identify strategic needs and service areas; and identify concerns and clarify duties and responsibilities within the City.

#### **TASK ACTIVITIES**

- 2.1 Meet with the CPM and determine available and/or previously collected resources.





- 2.2 Obtain and analyze reports and background materials pertinent to the study, including: City's strategic plan, mission, vision, goals, objectives and performance standards; position descriptions; organization charts and flow charts of work processes; current and prior year's budgets (previous two years); independent financial audits; recent financial audits and internal audit reports; expenditure reports; staffing data that reflects resource allocation and utilization; administrative and financial policies, procedures and practices; personnel policies, procedures and practices; current workload and workload trend information; service level reports including performance measures; outcome measures, KPI (Key Performance Indicators), and operating statistics; employee database, including name, department, unit, compensation, tenure, performance, training, and other incumbent details; and other relevant data that may impact the findings and conclusions of this study.
- 2.3 Create a draft list of strategic needs and service areas for the City's Administration, Police Department and Public Works Department and share with the CPM.
- 2.4 Revise the draft list of strategic needs and service areas based on feedback from the CPM.
- 2.5 Design service model to be completed in the remainder of the phase based on the strategic needs and service areas.

**KEY PROJECT MILESTONES:** Collection of existing data pertinent to this study; summary of high-level strategic needs and services areas; and framework for service model

### **Task 3.0 – Document and Review Existing Operations**

**TASK GOALS:** Review current operation and identify functional areas and major programs within the City's Administration, Police Department, and the Public Works Department.

### **TASK ACTIVITIES**

- 3.1 Interview key staff and stakeholders, identified in conjunction with the CPM, to validate strategic needs and service areas, clarify duties and responsibilities, document current functional areas, summarize major programs, and answer specific questions regarding departmental organization and operations of the City to assure a valid understanding of the City.
- 3.2 Assign functional areas and major programs within the City to the specific strategic needs and service areas and weight the allocated resources. Review the associated activities for consistency and feasibility.
- 3.3 Update the service model and provide it to the CPM for review and feedback.
- 3.4 Develop written profile for each service area within the City that includes:
  - Structure – what programs and organizational structure are in use and what other approaches have been utilized?
  - Activities – how is work organized at the process, task, and activity level?
  - Resources – what financial, human capital, culture, knowledge, technology, space, and other inputs are in use?



- Outcomes – what measures capture service success? What indicators of success as insight into inputs, processes, and outputs?
- 3.5 Prepare and submit summary of findings highlighting strategic needs, major services areas, functional areas, and major programs.
- 3.6 Discuss the results with the CPM and other staff associated with the project to validate the results.

**KEY PROJECT MILESTONES:** Completion of interviews; preliminary summary of operations; completion of major sections of the service model

#### **Task 4.0 – Process Analysis and Improvement**

**TASK GOALS:** Provide overview of the process analysis and improvement methodology and tools; collect and analyze process data by service area; and identify areas for process improvement.

##### **TASK ACTIVITIES**

- 4.1 Provide briefing to the CPM on the process analysis and improvement tools.
- 4.2 Hold training session with relevant staff and stakeholders to introduce the process analysis and improvement tools.
- 4.3 Conduct sessions or collect through electronic means process and sub-process data for each service and program area from relevant staff and stakeholders.
- 4.4 Link process information to structure, resources (financial, human, and technology), and outcome measures.
- 4.5 Estimate resource needs by process, program, and service area.
- 4.6 Update the service model and provide it to the CPM for review and feedback.

**KEY PROJECT MILESTONES:** Staff and stakeholder training; process and sub-process information; and process linkages

#### **Task 5.0 – Operational Requirements and Best Practice and Benchmarking Research**

**TASK GOALS:** Determine the major federal, state, and local requirements for each service, functional, and program area within the City; identify best practices that can be applied to the City; benchmark KPIs and outcome measures; and research best practices by each service, functional, and program area; create a document that summarizes requirements and operational expectations; and collect competency proficiency data from current incumbents.

##### **TASK ACTIVITIES**

- 5.1 Discuss with the CPM the plan for reviewing operational requirements of the City's Administration, Police Department and the Public Works Department.
- 5.2 Conduct research on the major federal, state, and local requirements.



- 5.3 Create a detailed document which summarizes the major requirements by service, functional, and program area within the City. The document will include a requirements matrix that can be readily used during later phases and discussion purposes.
- 5.4 Identify peers to include for best practice review.
- 5.5 Collect data from peers on best practices, benchmarks (including KPIs), services, resources (staffing), processes, and outcomes.
- 5.6 Conduct best practice and benchmarking review for each service, functional and program area within the City.
- 5.7 Assess the extent to which best practices could be applied to the City's Administration, Police Department, and Public Works Department.
- 5.8 Develop a list of possible improvements based on results of the best practices review.
- 5.9 Create a best practice matrix.
- 5.10 Develop a benchmark threshold comparison matrix including acceptable levels based on current service model.

**KEY PROJECT MILESTONES:** Requirements matrix and document; peer comparison (benchmark) matrix; and best practice matrix

#### **Task 6.0 – Conduct Staffing Analysis**

**TASK GOALS:** Evaluate and assess the City's overall organizational structure and staffing levels in the City's Administration, Police Department, and the Public Works Department; collect and analyze employee competencies; identify areas for potential improvements in efficiency and effectiveness; compare staffing data from other similar entities based on benchmarks; and compare survey data to Evergreen's national survey benchmark database.

#### **TASK ACTIVITIES**

- 6.1 Review select job descriptions.
- 6.2 Collect competency proficiency data from current incumbents.
- 6.3 Compare supporting core competencies to those demonstrated by incumbents and identify major gaps.
- 6.4 Discuss the results with the CPM.
- 6.5 Identify the supporting core competencies necessary to provide high quality services based on the major operation/service categories of the City's Administration, Police Department, and the Public Works Department.
- 6.6 Utilize comparison data from peers of similar size regarding organizational structure and staffing levels for departments similar to the City's Administration, Police Department and Public Works Department.



- 6.7 Prepare and schedule interview guides to ensure that interviews address issues identified in best practice, process, and outcome comparisons.
- 6.8 Conduct interviews with a sample of staff from the departments.
- 6.9 Compare data obtained from focus groups and interviews as well as comparison of data to benchmark data.
- 6.10 Determine areas of threshold gaps and identify underlying factors, when possible.
- 6.11 Develop organizational design model that aligns with programs, services, and desired outcomes.
- 6.12 Develop staffing model based on best practices, peer benchmark, data, resources and desired outcomes for each function, service area within the City's Administration, Police Department and Public Works Department.
- 6.13 Identify supporting strategies that align with the staffing model.
- 6.14 Prepare summary of findings to the CPM and HR team. Identify areas needing improvement.

**KEY PROJECT MILESTONES:** Competency analysis; select staff interviews; proposed organizational design; and proposed staffing model

#### **Task 7.0 - Conduct Gap Analysis and Make Recommendations**

**TASK GOALS:** Review organizational policies and procedures related to the various departments within the City; evaluate performance and management structure; and assess resource alignment.

#### **TASK ACTIVITIES**

- 7.1 Review findings from the previous tasks.
- 7.2 Create a matrix that identifies all gaps between the current and desired operations of the City's Administration, Police Department and Public Works Department.
- 7.3 Conduct detailed efficiency and effectiveness analysis of the service, functional, and program areas of the City's Administration, Police Department and Public Works Department. Include in the analysis the following elements: objectives, priorities, and programs of City's Administration, Police Department and Public Works Department; current workload and workload trend information; services and service levels provided by the City's Administration, Police Department and Public Works Department; activity and task assignments; staffing levels and needs; communications and workflow among the various organizational units; the maximization of efficiency of existing resources; and major process improvements that will increase efficiency and effectiveness;
- 7.4 Identify areas of missing services, duplicate services, overlapping services, and potential opportunities and update the gap matrix.
- 7.5 Estimate the overall resource and cost savings for each gap addressed and assign each previously identified gap a priority based on the cost and benefit analysis.
- 7.6 Select the best option for implementation.



- 7.7 Write recommendations and action plans for the highest priority areas.
- 7.8 Provide details on the action plan that includes a time line, resources needed, and assigned roles.
- 7.9 Identify if the recommendation is linked to another and how they are linked.
- 7.10 Create a summary document that links recommendations and outcomes from the study.
- 7.11 Discuss the recommendations with the CPM and other key stakeholders. Recommendations will include an estimate of the cost savings to implement each recommendation.

**KEY PROJECT MILESTONES:** Efficiency and effectiveness analysis; updated gap analysis matrix; list of potential improvements; and recommendations and detailed action plans

### 2.3 Proposed Timeline

Evergreen possesses the ability, staff, skills, and tools to conduct the Staffing Model Analysis for the City of Belle Isle in three months of the project start date and following the signing of the contract. This is based on a tentative start date of May 15, 2023, and a completion date of August 15, 2023, which is within the recommended timeline in the RFP. This proposed project timeline can be modified in any way to best meet the needs of the City.

## 3. Key Personnel

The following paragraphs provide summary resumes of each team member's qualifications and experience related to his/her role in this engagement.

**Dr. Jeff Ling, CCP – Project Principal (will have contractual authority and responsibility for the success of the study).** Dr. Ling is the President of Evergreen Solutions who has been with the firm since its inception in 2004. He is a Certified Compensation Professional (CCP) who has more than 25 years consulting experience in the following areas: human resources; performance improvement; process analysis; strategic planning; statistical analysis; research methodology; data management; surveys and polling; technology analysis; change management; and risk analysis.

Dr. Ling has planned, organized, and managed studies on human resources assessment, survey analysis, government efficiency, technology planning, information utilization, public opinion, market expansion, and privatization. Each of these studies dealt with summarizing major alternatives for decision makers and providing viable recommendations. He has consulting experience in public sector Evaluation, research management, efficiency analysis, survey analysis, statistical modeling, and technology planning.

Dr. Ling has been instrumental in creating, reviewing, and evaluating the methodology employed by Evergreen Solutions on all human resource engagements. His background and skill set make him uniquely qualified for assessing organizational critical needs and strategy. He is also an expert in policy development and long-term planning.



A sample of the types of studies Dr. Ling has been involved with includes:

- **Compensation/Classification/Staffing Studies**– He developed the methodology and techniques for organizations to employ for successful data collection and implementation based on internal and external equity needs. **Note: He has served as the Project Principal for more than 1,100 public sector projects related to Classification, Compensation, and/or Staffing Studies.**
- **Performance Evaluation** – He has provided the framework for many organizations transitioning into goal-based performance evaluation systems or fully functional merit-based pay structures. He understands the importance of a well stratified, objective based review process and has been instrumental in assisting a number of large organizations transition from traditional systems into merit-based pay structures with minimal transitional costs and interruption.
- **Market Research** – He provided the basis for which market research was collected, analyzed, and review. He ensured that data collection procedures and methods were statistically reliable using his knowledge of statistics and overall market research.
- **Policy Development** – He has a thorough and firm understanding of policy development and has assisted many clients with implementing tailored policies and practices that reflect best practices.

Dr. Ling holds a Doctorate's Degree from Florida State University in Political Science and has taught courses addressing research methodology, statistical analysis, technological innovations, and political economy at various universities.

**Ms. Stasey Whichel – Project Director (she will be the day-to-day contact with the City for Evergreen).** Ms. Whichel is a Project Manager who has been with the firm almost two years. She has over 25 years of experience in the public sector. As a former public sector Deputy Director, she demonstrated experience in policy development, strategic planning, human resource management, budgeting, and risk evaluation.

Ms. Whichel acquired public sector experience in project management, conducted programmatic audits and reviews to ensure compliance with state and federal rules and regulations, developed programmatic operating procedures, drafted internal management policies, and identified areas for efficiencies and improvements. She has also conducted reviews of relevant state and federal legislation and drafted bill analysis and agency comments. She led a team through an organizational realignment to better fit contemporary management needs, leveraged outside funding sources, and trained staff members on state and federal programs. As a member of agency leadership, she collaborated on HR policy reviews, conducted salary compensation studies, and developed recommendations for legislative budget issues. She also participated in the development of multi-faceted, long-term strategies designed to achieve agency and division goals, established metrics, and evaluated programmatic performance. She developed survey tools to measure employee satisfaction and identify staff needs and used findings to inform management decisions and created opportunities to improve staff morale. Her HR experience also includes the development of documents related to job advertisements, position descriptions, objective performance expectations, and performance reviews. She is experienced in applicant selection, on-boarding, identifying training requirements, and mentoring staff.

Ms. Whichel possesses expertise in the following areas: conducting organizational studies, staffing studies, evaluating risk, and reviewing operational procedures; providing guidance for change management; developing workflow and process design; identifying specific training needs; on-boarding new staff; conducting classification, compensation, and salary comparison studies; preparing employee



surveys and valuations of employee satisfaction; working with leadership to develop or update agency policies, programs, and guidelines; developing Job descriptions and performance management tools; fostering employee communications; and administering contracts, accounting and auditing principles.

Some of the Florida public sector clients that Ms. Whichel has been involved with include in an HR capacity: Hardee County; Seminole County; City of North Port; Town of Lake Park; City of Bunnell; City of Punta Gorda; City of Homestead; Barefoot Bay Recreation District; Solid Waste Authority of Palm Beach County; North Collier Fire Control and Rescue District; Monroe County Property Appraiser; Marion County Hospital District; School Board of Sarasota County; City of Palm Bay; Charlotte County; Orange County; Children's Trust of Miami Dade County; Service Management Solutions for Children (SMS) and Partnership for Strong Families (PSF); Town of Medley; Early Learning Coalition of Pinellas County; City of West Melbourne. She has also directed staffing studies for Town of Clayton, North Carolina and for the City of Harlingen, Texas.

Ms. Whichel possesses a Bachelor of Science degree in Biology from The Florida State University.

**Mr. Mark Holcombe – Project Consultant.** Mr. Holcombe is a Project Manager at Evergreen Solutions who has been with the firm almost six years. He has spent extensive time studying both micro and macro-economic labor markets, public sector economics, and has studied econometric modeling for displaying and communicating data in an effective way. He has been using his economics background both in running a business and in consulting since graduation.

Mr. Holcombe's role with Evergreen has focused on compensation and classification studies utilizing market data. His primary responsibilities include: working closely with project teams and project managers in coordinating salary and benefit survey initiatives; evaluating market data from surveys, government agencies, and private sector databases to provide comprehensive reviews of compensation packages; and designing clear and concise reports and displays to communicate nuanced results.

Mr. Holcombe has served on the Evergreen Team for more than 100 HR studies. For example, he conducted staffing studies for the City of Raleigh, NC; Leon County Sheriff's Office, FL; City of Fort Myers, FL; City of Odessa, TX; Tarrant County College District, TX; and the City of Norwalk, CT.

Mr. Holcombe holds a Bachelor Degree in Economics with a concentration in Behavioral Economics and Criminology from Florida State University.

**Rob Williamson – Project Consultant.** Mr. Williamson is a Project Manager with Evergreen. He brings more than 20 years of proven leadership experience serving both private and public sector clients. His diverse leadership includes time as a business owner, County Commissioner, CEO of a mid-sized water and wastewater treatment utility, Executive Director of a three-member regional water utility provider, and most recently, Manager of the Florida Association of Counties' 23-county insurance trust.

During his career, Mr. Williamson has served on boards of directors for more than two dozen public, private, civic and charitable organizations. This includes time as Chairman of the Santa Rosa County Board of County Commissioners, FL, RESTORE Council, Tourist Development Council, Florida/Alabama Transportation Planning Organization and as a member of the Florida Gulf Consortium, Florida Association of Counties Executive Board, Leadership Santa Rosa, and the Institute for County Government to name a few. He is also a member of the Florida Rural Water Association.





Mr. Williamson helps organizations create new strategic pathways to solve complex problems. His areas of focus include policy development, strategic planning, change management, government services, transportation planning, master planning, tourism, RESTORE Act implementation and leadership development.

Mr. Williamson has certifications from the Cambridge Leadership Institute and the Kenan-Flagler Business School Leadership Institute and possesses a Bachelor of Science Degree in Sociology from Florida State University.



**Note:** A team of experienced analytical and clerical support staff will contribute to this study, as needed.

#### 4. **Total Project Cost**

Our total, not-to-exceed, fixed cost to complete all tasks identified in our detailed work plan in **Section 2.2** is **\$47,500**. Our cost is all inclusive, and includes travel costs (meals and lodging), transportation, fringe benefits, indirect costs (overhead), clerical support, and all other out-of-pocket expenses. Our cost includes two onsite visits to the City to perform the requested work.

Our preferred invoicing schedule is as follows:

- 33% - upon completion of Tasks 1 – 3
- 33% - upon completion of Tasks 4 – 5
- 34% - upon completion of Tasks 6 - 7

**We are willing to negotiate the time, scope, and cost of the basic tasks, or any other options that the City of Belle Isle wishes to identify.** Evergreen Solutions federal employer identification number is 20-1833438.





# City of Belle Isle

## Staffing Model Analysis

COPY / RFP 2023-06 / MAY 4, 2023



# Table of Contents



## Making our world better

The Raftelis Charitable Gift Fund allocates profits, encourages employee contributions, and recognizes time to charitable organizations that support:

- Access to clean water and conservation
- Affordability
- Science, technology, and leadership

Raftelis is investing in improved telecommunication technologies to reduce the firm's number one source of carbon emissions—travel.



## Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.

Letter of Submission.....	1
Background Information.....	3
Project Approach .....	10
Project Team .....	15
Cost.....	20
Timeline .....	21
Appendix A: Additional Experience ....	22
Appendix B: Attachments A-E .....	31

This page was intentionally left blank to facilitate two-sided printing

**LETTER OF SUBMISSION**

May 4, 2023

Ms. Yolanda Quiceno  
City Clerk  
City of Belle Isle  
1600 Nela Avenue  
Belle Isle, FL 32809

**Subject: Proposal for Staffing Model Analysis (RFP 2023-06)**

Dear Ms. Quiceno:

We are pleased to submit this proposal to provide a staffing model analysis for the City of Belle Isle (City). Our focus has always been to help local government clients solve their financial, organizational, and technology challenges. We appreciate the opportunity to submit our proposal, which has been developed to provide the City with concise yet thorough information that introduces our approach to organizational and staffing analyses.

Raftelis was established in 1993 to provide financial and management consulting services of the highest quality to local governments and utilities. The Raftelis brand strengthened with the 2020 acquisition of The Novak Consulting Group (TNCG), which deepens our management consulting expertise specific to local governments. Our mission is to strengthen organizations, for those they serve and those who work in them.

We believe our firm offers the City several distinct advantages:

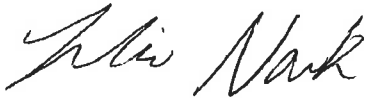
- **A workable and insightful approach:** Our team's approach specifically addresses the City's needs and will help develop a best practice-level plan to align staffing and organizational structure of the City with the vision and mission of the Belle Isle community. The City's desire for gained organizational/operational efficiencies and effectiveness is the exact type of consulting work our firm performs.
- **An experienced team who knows challenges and opportunities faced by local governments:** We are skilled professionals with direct experience in all facets of local government and utility operations. We work solely for local governments and utilities, and many of our team members were local government leaders in some of the best organizations across the country. Our team members understand what is required to deliver effective public services.
- **Personal service from senior-level consultants:** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While some firms may assign your business to junior-level people, we offer exceptional service from senior-level consultants.

We are proud of the resources that we can offer and welcome the opportunity to assist the City in this engagement. We carry insurance appropriate for a firm conducting staffing studies. This proposal will be honored for 90 days.

If you have any questions, please do not hesitate to contact our Organizational Assessment Practice Lead using the following contact information. She is authorized to represent the firm.

Michelle Ferguson, Vice President – Organizational Assessment  
341 North Maitland Avenue, Suite 300, Maitland, FL 32751  
Phone: 828.777.6588 / Email: mferguson@raftelis.com

Sincerely,



**Julia Novak**  
*Executive Vice President*

## BACKGROUND INFORMATION

# Who We Are

## RAFTELIS AND THE NOVAK CONSULTING GROUP, HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE

Local government and utility leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 600 organizations in the last year alone. We provide trusted advice, and our experts include former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change that our clients seek.

### TNCG is Now Raftelis

The Novak Consulting Group and Raftelis have always shared a focus on delivering lasting solutions for local government agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 140 of the country's leading local government and utility consultants, who have decades of experience. We know that our combined capabilities and resources will provide added value to our clients, and we're excited about what we can accomplish together.

**We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit the City and help to make this project a success.**

**RESOURCES & EXPERTISE:** This project will require the resources necessary to effectively staff the project and the skillsets to complete all of the required components. With more than 140 consultants, Raftelis has one of the largest local government management and financial consulting practices in the nation. Our depth of resources will allow us to provide the City with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading management and financial consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.

**DECADES OF COLLECTIVE EXPERIENCE:** Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to police chief.

**PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS:** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.

**NICHE EXPERTISE:** Our expertise lies in strengthening public-sector organizations. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.



**30** years  
serving local  
governments  
and utilities

## How we stack up

### OUR TEAM INCLUDES

**140+** consultants focused on  
finance/management/communication/  
technology for local governments and utilities

### RAFTELIS HAS PROVIDED ASSISTANCE FOR

**1,500+** local governments  
and utilities

that serve more than

**25%** of the  
U.S. population

including the agencies serving

**38** of the nation's  
50 largest cities

in the past year alone, we worked on

**1,000+** projects for **600+** agencies in **46** states

# Experience

## RAFTELIS HAS ONE OF THE MOST EXPERIENCED LOCAL GOVERNMENT FINANCIAL AND MANAGEMENT CONSULTING PRACTICES IN THE NATION.

Our staff has assisted more than 1,500 local government organizations across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 1,000 financial, management, and/or technology consulting projects for over 600 public-sector agencies in 46 states, the District of Columbia, and Canada. Raftelis has assisted hundreds of local governments across the country. In many instances, we have worked with organizations over multiple years and established long-term partnerships to build capacity and lasting improvements throughout an organization. We have become trusted advisors to these local governments, as outlined in the following references.



RAFTELIS HAS PROVIDED FINANCIAL/  
ORGANIZATIONAL/TECHNOLOGY ASSISTANCE  
TO PUBLIC AGENCIES SERVING MORE THAN  
**25% OF THE U.S. POPULATION.**

### Town of Nantucket MA

Reference: Libby Gibson, Town Manager

P: 508.228.7200 ext. 7305 / E: lgibson@nantucket-ma.gov

The Town of Nantucket (Town) is a small island community located approximately 30 miles southeast of Cape Cod, Massachusetts. The Town has a year-round population of approximately 14,491 residents which swells to over 50,000 during the summer tourism months.

The Town contracted with the firm in 2018 for three separate projects. The first was a Town-wide Staffing Study; the second was a structural review of the Town's Planning and Land Use Services function; the third was the development of a Strategic Plan in 2018. For this engagement, we worked in collaboration with staff and the Select Board to prepare the Town's first Strategic Plan. This included input from the organization, as well as assistance with the implementation of the Town's key focus areas. Since the original engagement, Raftelis has supported the Town on a number of initiatives, including facilitating the Town's facilities master plan; monitoring and reporting on implementation of the strategic plan; hosting community listening sessions on emerging issues, including the

Town's pandemic and PFAS response; and the creation of a Town Sustainability Office. We have since provided executive recruitment, succession planning, and facilitation services.

## City of Charleston sc

**Reference:** Susan Poteat, Director of Process and Service Improvement

P: 843.577.1381 / E: [poteats@charleston-sc.gov](mailto:poteats@charleston-sc.gov)

Since 2017, our team has had the privilege of working alongside the City of Charleston (City) to strengthen the organization's ability to provide high-quality services to the community. Charleston engaged the firm under a multi-year contract to conduct a series of organizational and structural assessments as part of the City's Innovation and Process Improvement initiative under the leadership of Mayor John Tecklenburg. Mayor Tecklenburg became the Chief Executive Officer in 2016 following a Mayor who had served for 40 years. Mayor Tecklenburg has a different style than his predecessor and was eager to build an organizational culture of Resilience, Innovation, Sustainability, and Excellence.

We have worked together to slowly evolve the system of management and improve efficiency in Charleston. Together with the Department Directors, Process Improvement Team, and the Process and Service Improvement Division, key functions and processes throughout the organization have been assessed, and opportunities to enhance service delivery and improve efficiency were identified and implemented. The work has included introducing staff to best practices in innovation, conducting numerous management studies, and serving as a trusted advisor to the Mayor on the organization of his office and management system development.



Projects for the City have largely focused on organizational assessment and improvement, best practices evaluation, benchmarking, and development of future state recommendations to ensure effective and efficient progress toward organizational objectives and excellence in customer service. The Raftelis team has led staff interviews and process improvement exercises, reviewed and recalculated technical review committee submittal fees, and developed clear, actionable, and implementable recommendations for the City of Charleston.

Charleston is a major year-round tourist destination and is experiencing unprecedented development and permitting activity. The firm conducted a detailed review of the City's capital construction process to ensure adequate funding and staffing to meet the demands of infrastructure maintenance and construction. Additionally, the firm conducted a review of sanitation operations, processes, and staffing. Our study of the City's development review process included interviews with internal and external stakeholders as well as a workshop with relevant City staff to develop detailed action plans designed to streamline the process.



Implementation support was provided where requested. This process continues to provide ongoing support and accountability as the organization moves through the implementation of recommendations. Implementation of key improvement strategies has occurred at many levels throughout the City, allowing the organization to make tremendous progress in instilling a culture of continuous improvement.

Key projects completed to date have included the following:

- Technical Review Committee Process Assessment
- Workforce Profile & Employee Survey
- Environmental Services & Fleet Assessment
- Special Events Process Review
- IT Governance
- Public Services Organization Structure Assessment
- Parks Department Staffing Study
- Purchasing Review
- Payroll Process Assessment
- Construction Permitting Performance Assessment
- Minutes Benchmarking Research
- Housing Substantial Rehabilitation Process Improvement
- Workforce Profile & Employee Survey – Assessment of Progress Since Prior Review
- Affordable Housing Best Practices
- Fire Marshal Division Assessment

In addition, Raftelis is proud to have developed BRIDGE Academy for the City. BRIDGE Academy is a four-day on-site process improvement and innovation training and development program created for the City of Charleston, SC. The program provides cohort-based for City staff on process improvement and innovation tools and concepts, developed through an equity lens. BRIDGE Academy is aimed at increasing organizational capacity and developing a citywide environment that fosters innovation and creative and equitable problem-solving.

## Pinellas County FL

**Reference:** Joe Lauro CPPB/CPPO, Director, Department of Administrative Services

P: 727.464.4710 / E: [jlauro@pinellascounty.org](mailto:jlauro@pinellascounty.org)

Since 2014, Pinellas County (County) has hired the firm to conduct several operational assessments and to assist with improving efficiency and effectiveness. The firm has worked on several projects to conduct process and financial analyses on various departments and divisions.

In 2021, the County engaged the firm to complete an organizational assessment of the County's Fleet Maintenance Division operations and practices. This assessment was informed by customer and staff interviews, and an analysis of extensive data provided by the County, as well as a review of industry best practices and peer organizations. In addition to a review of the Division's fleet operations, an implementation plan for a green fleet initiative was researched and developed. The plan outlines both short- and long-term investments the County can make to integrate alternative fuel vehicles into the County's fleet. In addition,



a fuel site assessment was conducted and investments for an effective but cost-efficient fuel program are outlined in the report.

In 2020, Pinellas County Utilities (PCU) engaged Raftelis for a review of PCU business processes, particularly as related to engineering, customer service, maintenance, and water quality. The work was designed to build upon lessons learned during a water policy manual update project that Raftelis completed for PCU. Raftelis engaged division staff and other relevant stakeholders in a series of topical workshops to inventory and document existing services related to key work processes, such as new service installation (from permit to activation), implausible meter reads, and the meter-to-cash process. Raftelis identified opportunities to optimize processes, which could include a reduction in the number of steps to complete a given task, opportunities to reduce the cost of an activity, or opportunities to adjust the level of service being provided and to determine appropriate staffing levels. Raftelis reviewed its recommendations with the PCU project manager and relevant staff, which implemented several recommendations to enhance operations.

In 2021, Pinellas County again engaged Raftelis to conduct a service level and staffing assessment of the Parks and Conservation Resources Department (PCRD). The goal of this assessment was to identify the current service level for park maintenance, customer service/enforcement, and operations; compare services with best practices guidelines; and define the staffing and resources required to meet service level goals. The project team completed management and staff interviews, focus groups, and site visits. A wide variety of data was analyzed to define, for each park and each park asset, the labor hours required to complete ongoing and recurring tasks and special projects. This was compared to the labor hours required to achieve existing service levels and account for employee leave and vacancies. Service levels were then compared against best practices guidelines from industry organizations, such as the National Recreation and Park Association (NRPA), and similar benchmark organizations. The focus of this best practices research was to utilize service level goals, rather than population size or form of government, as the most important comparative factor. This approach enabled the project team to clearly define the staffing levels required to meet best practices service levels and to clarify the most effective approach for the staffing gap.

## **City of Bloomington IN**

**Reference:** Emily Fields, Assistant Human Resources Director

P: 812-349-3404 / E: [piersone@bloomington.in.gov](mailto:piersone@bloomington.in.gov)

The City of Bloomington (City) began a systematic process of assessing each City department, under the leadership with Mayor John Hamilton. The City engaged our project team to lead these efforts. To date, detailed assessments have been completed for the following departments: Finance/Controller; Public Works; Utilities; Transportation and Planning; Legal; Human Resources; Information Technology; and the Police and Fire Departments. Assessments were also completed for the Housing and Neighborhood Development Department; Economic and Sustainable Development Department; and the Office of the Mayor. In addition, a review of the City's various Boards and Commissions was conducted.

## **Town of Westborough MA**

**Reference:** Kristi Williams, Town Manager

P: 508.366.3032 / E: [kwilliams@town.westborough.ma.us](mailto:kwilliams@town.westborough.ma.us)

The Town of Westborough (Town) engaged the firm to conduct a Town-wide staffing study. This assessment included a comprehensive review of consolidation opportunities of the Town's numerous departments to ensure

greater efficiency, as well as enhanced service to the community during a time of limited financial resources. Interviews were conducted with Town staff, and surveys were administered to the community and businesses to solicit input on service level expectations. The Town is currently in the process of implementing recommendations from the study as part of its 2021 budget process.

## **Brunswick County Public Utilities NC**

**Reference:** John Nichols, Director, Brunswick County Public Utilities

P: 910.253.2653 / E: john.nichols@brunswickcountync.gov

The Brunswick County Public Utilities Department (Department) engaged Raftelis to assess the organizational structure, services provided, and staffing needs of the water and wastewater utilities. This work included evaluating organizational and operational processes and comparing Brunswick County to peer organizations. Raftelis interviewed staff within the Department, toured facilities, reviewed best practices, and collected data from six benchmark organizations. Recommendations were made to improve the effectiveness of the utilities through structure changes, additional capacity, as well as enhancements to performance management, work planning, and communication within the Department.

## **Guilford County NC**

**Reference:** Jason Jones, Deputy County Manager

P: 336.641.3383 / E: jjones6@guilfordcountync.gov

In late 2021, Guilford County (County) engaged Raftelis for an organizational assessment of its Human Resources Department (Department). The purpose of this assessment was to conduct an evaluation to improve the effectiveness of operations, staffing, technology, processes, and policies to support the HR Department's transition to be proactive and innovative and to meet current and future workforce demands. Our team interviewed Department staff, met with stakeholders and internal customers, reviewed a variety of data and information, researched industry best practices, and compared the County's HR operations with those in Durham, Forsyth, Mecklenburg, Orange, and Wake counties. Recommendations included staffing and structural changes, training and development improvements, and technology implementation.

## PROJECT APPROACH

# Project Plan

The City of Belle Isle is seeking a professional consultant to provide an assessment of appropriate staffing levels in City departments. The goal of this engagement is to ensure the ability of the City to meet operational requirements and to utilize staff resources most effectively.

Our team has extensive experience working with local government clients, including many in Florida and surrounding states. Our focus is on providing solutions that work within the available resources and culture of the organizations we assist. The most innovative solutions in the world are valueless if they cannot be implemented or will not be accepted by the community. We pride ourselves on our ability to listen, analyze, and work with our clients to find not just a random selection of best practices taken from a manual, but real solutions that can be implemented effectively. We are pleased that our prior engagements have resulted in corresponding actions by our clients to implement the recommendations that we have jointly developed.

One of our strengths is the ability to build on existing capabilities and resources and to help organizations see things from a different perspective. We do this by listening to our clients and really understanding what they have to say. We do not operate with a pre-packaged set of recommendations, and we diligently work to avoid trying to fit our clients into a standard mold.

We recognize that there will always be competing interests between the levels of service and their costs. Defining “good enough” is a significant challenge that is aided by knowing that the work is both necessary and delivered as efficiently as possible. As resources diminish, we often find that organizations become increasingly reactive at a significant cost both to current and future operations. Maintaining planned, proactive approaches consistently generates a better, more cost-effective result, particularly when evaluated over time.

Every organization develops traditions, practices, and routines. To a certain extent, these provide stability and consistency. It is essential that these are subject to regular review and analysis to ensure that they continue to represent best practices that meet the needs of the community. Our staff has substantial experience in developing performance measurement systems so that communities and departments can track progress over time. We have helped our clients create benchmarks that establish a baseline for performance and objectives for the future.

We are excited about the opportunity to assist the City proactively plan and prepare for the future. We understand the importance of respecting the staff who are in place to serve the public. We assume good intent and will work with the City to collaboratively develop recommendations for improvement. Without this, implementation of recommendations and lasting improvements are not typically successful. We believe this intentional approach, coupled with our extensive expertise in all facets of public operations, makes us uniquely qualified to assist the City on this project within the timeframe requested.

To complete this work, our team will apply a project approach, focusing on these specific objectives using our “Six R” approach. This involves soliciting and collecting information on City **Responsibilities, Resources,**



**Requirements**, and **Results** in order to identify possible organizational and operational **Revisions** with an



associated **Roadmap** to implement positive change. This approach is depicted in the following graphic.

**Responsibilities** – **What drives the need for your services?** It might be the organization’s vision or mission, Federal, State, or local ordinance, or community service standards or expectations. We review these drivers to better understand service level constraints and opportunities for change.

**Resources** – **What assets are available to achieve your responsibilities?** These may include time, human resources, staffing, management capacity, financial position, contractual services, technology, and equipment and facilities. We assess the adequacy of these resources based on the service level expectations.

**Requirements** – **What direction is provided to staff?** The method by which staff approach service delivery is often guided by laws, codes, policies and procedures, or informal mechanisms like past practices or on-the-job training. These sources provided staff with direction on how they approach tasks and complete their work. We review these business processes to determine opportunities for improvement.

**Results** – **What are the outcomes of your services?** Our approach connects your responsibilities, resources, and requirements with the outcomes expected of your services. We assess measures of efficiency and effectiveness to assist in data-driven decision-making.

**Recommendations** – **Are there opportunities for improvement?** Based on our qualitative and quantitative analysis of your programs and services, we develop recommendations for improving organizational performance. These changes can range from high-level considerations (i.e., should we be in this business) to strategic issues (i.e., should we consider alternative service sources) to tactical issues (i.e., how can we improve the productivity, efficiency, and effectiveness of the activity or service).

**Roadmap** – **How do we get there?** We develop a plan that will guide the organization through the implementation of the recommendations for improvement. The Roadmap offers the recommended priority order of implementation,

suggestions for phasing, and key milestones for success. The Roadmap also serves as a valuable tool for the organization as well as the community to promote accountability and communicate progress toward implementation.

## THE FOLLOWING DETAILS THE PROPOSED WORK PLAN.

### Activity 1: Understand Background and Context

We will begin this engagement by meeting remotely with the City Manager and other key staff to understand the internal operational context, external stakeholder and community pressures, as well as current organizational strengths and challenges associated with the City's service demands and approaches.

Next, our team will meet in person with the directors and managers in Finance, Administration and Planning; the Police Department; the Public Works Department; and General Government to understand their service perspectives. As necessary and available, we will request and review relevant background information, such as job descriptions, organizational charts, previous studies, departmental work plans, and other similar data to inform our work. This initial step will support our learning and understanding of your approach, service demands, resource constraints, and performance results.



We will meet with staff in the planning function to understand past, current, and projected changes to population and demographics of the community, as well as anticipated development growth (residential and commercial) and its impact on the City. We will also meet with the staff supporting financial management to understand existing financial management, as well as planning and forecasting efforts through internal financial forecast models. We will also finalize the project operational plan and schedule to ensure shared understanding of relative roles and responsibilities, and support project relationships and outcomes.

Throughout the project, we will provide the City with regular project status updates designed to maintain planned project progress and budget, identify and resolve project issues, and review project work products. In addition to informal status update reporting, we anticipate numerous informal opportunities for the City to discuss various project and operating issues with our project manager and project team. We welcome the opportunity to have this informal dialogue since we believe it will contribute to a more successful project.

### Activity 2: Document Existing Operations and Service Levels

We will begin Activity 2 by assessing the organizational approach and structure of each department and identified function to determine its impacts on program operations now and in the future. We will look at both the organizational alignment of divisions and work units, as well as how they integrate with the overall structure of the departments and impact service provision. We will conduct the assessment from the following aspects of organizational design:

- The number of organizational levels and reporting procedures and the impacts on the size and composition of the organization's management structure
- Alignment of leadership, management, and supervision
- The relative importance of specific operations in regard to organizational placement
- Adequacy of communication and coordination between and among operating units
- Spans of control and management supervision
- Overlapping or duplicated functions
- Clear lines of authority and responsibility
- Sufficiency of supervisory ratios
- Distinct work units to carry out important functions

We will meet with key staff in each department and identified functions to define their existing programs and services. Using information developed in Activity 1 and Activity 2, we will develop an inventory of services and current service levels across the organization. This will include a review of the dynamics that drive workload, the volume of work performed, who performs it, and trends that will impact workload and service levels into the future. Specific areas of inquiry include:

- Review job descriptions to be thoroughly familiar with all positions, including managers and supervisors; propose any recommendations for workflow and assignment efficiencies and deficiencies.
- Assess staffing needs and optimize staffing levels based on current job operations. Identify any redundancies and opportunities for workflow efficiency, staffing and classification options, and other options.
- Assess the City's organizational mission, vision, goals, and objectives, including performance-based outcome measures.
- Review staffing and overtime history within the departments provided by the City.
- Analyze processes and structures supporting the major department functions.
- Review workload levels by department and classification for the City.
- Assess the organizational effectiveness and operational performance levels of each department.
- Identify any other possible organizational and operational process improvements.
- Assess the gap between needs/standards and current performance.

This information will be developed in detail and summarized in the format of a core services matrix documenting existing service levels, as well as identifying potential service overlaps or gaps.

We will identify potential organizational options and associated operational changes that support efficiency and effectiveness of the functions. We will meet virtually with department leadership to review the core service matrix and validate our understanding, as well as provide an opportunity for additional feedback and adjustment.

### **Activity 3: Develop Staffing Model**

We will build on the information developed earlier to support development of a staffing model for the organization and its departments. We will review applicable major business functions and programs and consider existing and alternative service provision methods. Factors that may impact staffing may include in-house versus external contracting, succession planning, retention and recruitment practices, reporting relationships, span of control, regulatory constraints, staff training, and work culture. We will review operations in relation to appropriate management practices and the use of technology.

Our team will evaluate and compare desired levels of service with staffing levels and identify areas in which the City can streamline processes to maximize resource efficiency as well as where it may consider alternative resources to achieve stated levels of service and address anticipated future workload.

Based on the data review and interview themes, our team will evaluate the City's organizational structure and staffing in all departments, including an understanding of programs and services, workgroup functions, and workload drivers. We will conduct follow-up virtual meetings with departments as necessary. Based upon this analysis, we will prepare our assessment of recommended current staffing levels that identifies positions and staffing levels required to accomplish current work. We will test assumptions in the model and document the model structure and use.

## **Activity 4: Develop Departmental Business Plans with Staffing Projections**

We will build on the current staffing plans developed in Activity 3 and expand to develop individual department business plans. These business plan templates can be used by the City in the future to assess impacts from changing conditions. The business plans will include an assessment of current staffing levels as compared to anticipated future service demands.

Our team will also analyze whether and how each department can leverage external workforce options such as temporary or seasonal staff, contracted staff or companies, volunteers, and more. We will review the plan for capital equipment purchases to support department operations and recommend potential improvements.

We will review the deliverables with City leadership for their understanding, suggested changes, and concurrence. We will finalize the individual department business plans in memo format to accompany the business planning template as the final deliverable for the engagement.

## PROJECT TEAM

# Project Team

**WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF THE CITY'S PROJECT.**

Our project team is made up of senior-level consultants with direct local government experience. What sets our project team apart is our ability to explore and relate to local community values while at the same time investigating realistic approaches for cost-effective solutions.

An organizational chart of our project team is as follows.

## City of Belle Isle

**PROJECT DIRECTOR**

**Michelle Ferguson**

**PROJECT MANAGER**

**Mark Olson**

**STAFF CONSULTANTS**

**Claire Pritchard  
Myra Ray-Howett**

# Michelle Ferguson

## PROJECT DIRECTOR

Vice President



### ROLE

Michelle will be responsible for overall project accountability and will be available to provide quality assurance and control, industry perspective, and insights into the project.

### PROFILE

Michelle has nearly 25 years of management experience with and for local governments across the country. As organizational assessment practice leader for The Novak Consulting Group, Michelle spearheaded the work of nearly 200 local government reviews in some of the foremost governments across the country. Michelle has completed detailed organizational reviews of entire jurisdictions and recommended improvements to the structure, staffing, and processes within departments of all sizes. Specific department reviews have included development review, parks and recreation, public works, human services, human resources, capital budgeting, and finance.

As a Lean certified professional, Michelle excels at helping local governments continuously improve and rely on data to make informed choices about services to the public. She is skilled in project management, process improvement strategies, performance measurement, consent building, and public process design. Additionally, she has provided customized training in the development and use of performance measures to assist numerous organizations continuously improve service delivery.

Michelle is also a skilled facilitator, able to bring diverse groups of people together to articulate shared visions and priorities. She has led strategic planning engagements at the community, organizational, and department levels, and she has facilitated numerous staff and governing body retreats.

Michelle began her consulting career in 2005 following ten years of direct experience in local government management, which included serving as assistant county manager in Arlington County, Virginia. During her tenure with Arlington County, Michelle oversaw the daily management and implementation of the County's capital program. She also led the organization-wide performance measurement initiative establishing their Balanced Scorecard. Before Arlington County, Michelle served as assistant city manager in Overland Park, Kansas.

Michelle earned a bachelor's degree in political science from Loyola University-Chicago and a master's degree in public administration from the University of Kansas. She is a member of the International City/County Management Association. She also served as the president of the Metropolitan Association of Local Government Assistants in Washington, D.C., and has presented at state and national conferences on topics such as strategic planning, effective governing bodies, and council-staff relations.

### Specialties

- Organizational assessment
- Staffing analysis
- Process improvement
- Performance management
- Capital planning
- Strategic planning
- Facilitation
- Community engagement

### Professional History

- Raftelis: Vice President (2021-present), Senior Manager (2020-2021); Organizational Assessment Practice Leader, The Novak Consulting Group (2009-2020)
- Management Partners: Senior Management Advisor (2005-2009)
- Arlington County, Virginia: Assistant County Manager (2002-2005)
- City of Overland Park, Kansas: Assistant City Manager (1996-2002)

### Education

- Master of Public Administration - University of Kansas (1998)
- Bachelor of Arts in Political Science - Loyola University, Chicago (1996)

### Certifications

- Lean Certified

### Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)



# Mark Olson

## PROJECT MANAGER

Senior Manager

### ROLE

Mark will manage the day-to-day aspects of the project ensuring it is within budget, on schedule, and effectively meets the City's objectives. He will also lead the consulting staff in conducting analyses and preparing deliverables for the project. Mark will serve as the City's main point of contact for the project.

### PROFILE

Mark brings 30 years of consulting and local government service to the team. As a consultant, Mark's work includes financial and management audits, organization and management consulting, productivity and benchmarking studies, and cost analysis and process improvement projects for state and local governments.

His clients have ranged from large state agencies to small, independent local governments across the nation. Areas of work include financial and operational reviews in a wide variety of service areas. He employs a collaborative approach with clients in developing information, assessing alternatives, and producing solutions. Mark also uses a variety of tested study approaches that are customized to meet the particular objectives of the project or client.

Whether the project takes the form of a comprehensive government review or a single agency review to meet a variety of project purposes, Mark has led or participated in these reviews in virtually every area of government service provision at the local level. These reviews involved issues such as financial/operational sustainability, staffing level reviews, strategic planning, budgeting, resource allocation, performance measurement, process studies, best practices and benchmarking analyses, compliance reviews, alternative service delivery, and operational improvement. These projects have involved service areas such as finance, accounting, purchasing, human resources, planning, community development, public works, parks and recreation, police, fire, emergency medical services, emergency communications, school administration, library administration, and museum administration. This wide-ranging issue and agency background provides him with a breadth of knowledge, skills, and abilities that he applies to every project. In addition to comprehensive government reviews, Mark has led multiple-agency reviews to identify opportunities for shared services or alternative service delivery.

Mark earned a master's degree in public policy studies with an emphasis on financial and operations analyses from the Harris Graduate School of Public Policy Studies at the University of Chicago. Mark also holds a bachelor's degree in political science and a bachelor's degree in sociology from the University of Illinois at Urbana-Champaign.



### Specialties

- Local government budgeting and financial management
- Strategic and tactical planning
- Organizational assessment
- Business process improvement
- Change management

### Professional History

- Raftelis: Senior Manager (2021-present); Manager (2020)
- DuPage County, Illinois Health Department: Chief Financial Officer/Director of Business Resources (2014-2020)
- Financial, Operations and Management Consulting (1997-2014)
- Forest Preserve District of DuPage County: Budget and Management Coordinator (1994-1997)
- Illinois Department of Transportation: Budget Development Coordinator (1991-1994)
- Illinois Office of Management and Budget: Capital Program Analyst (1988-1991)

### Education

- Master of Arts in Public Policy - University of Chicago (1998)
- Bachelor of Arts in Sociology - University of Illinois at Urbana-Champaign (1985)
- Bachelor of Arts in Political Science - University of Illinois at Urbana-Champaign (1985)

### Professional Memberships

- Government Finance Officers Association (GFOA)
- Institute of Management Accountants



# Claire Pritchard

## STAFF CONSULTANT

Senior Consultant

### ROLE

Claire will work at the direction of Mark in conducting interviews, directing research and analysis, preparing recommendations, and drafting deliverables.

### PROFILE

Claire began her consulting career following five years of service with Dakota County, Minnesota, where most recently she held the position of assistant to the county manager. While with Dakota County, Claire coordinated the County's legislative agenda, assisted in the development of the annual budget, and conducted financial impact analyses and process improvement efforts for a variety of County functions. Claire also coordinated the County's transition to a new form of government in 2013.

As a consultant, Claire has worked on organizational and staffing analyses for communities around the country, such as the Town of Nantucket, Massachusetts, the City of Allentown, Pennsylvania, and the City of Bloomington, Indiana, as well as several utilities, including Fairfax Water, Virginia, Pinellas County Utilities, Florida, the San Diego Public Utilities Department, California, and Tampa Bay Water, Florida.

Claire has assisted in developing financial models to analyze revenue and expenditure trends, as well as conducted detailed staffing and workload analysis to determine optimal organizational structures. She has developed and analyzed an array of employee and community-based surveys. Claire has conducted several best practice and benchmarking research projects and has assisted in the creation of strategic planning and implementation deliverables.

As a student at the University of Chicago, Claire served as a policy intern with the National Association of Regional Councils, where she developed an educational program on the work of regional councils. She was also the associate editor for international development for the Chicago Policy Review.

Claire earned a bachelor's degree in political science from the University of Chicago and a master's degree in public policy from the University of Chicago Harris School of Public Policy. She is a member of the International City/County Management Association and is a former ICMA Local Government Management Fellow.



### Specialties

- Organizational assessment
- Staffing analysis
- Survey and data analysis
- Best practice and benchmarking research

### Professional History

- Raftelis: Senior Consultant (2023-present); Consultant (2021-2022); Associate Consultant (2020-2021); Associate Consultant, The Novak Consulting Group (2018-2020)
- Dakota County, Minnesota: Assistant to the County Manager (2013-2017)
- National Association of Regional Councils: Policy Intern (2012)
- Congressional Research Service (2010-2011)

### Education

- Master of Public Policy - University of Chicago (2013)
- Bachelor of Arts in Political Science - University of Chicago (2009)

### Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)
- International Facility Management Association (IFMA)

# Myra Ray-Howett

## STAFF CONSULTANT

Associate Consultant

### ROLE

Myra will work at the direction of Mark in conducting interviews, directing research and analysis, preparing recommendations, and drafting deliverables.

### PROFILE

Myra holds public sector experience in best practice research, policy analysis, and grant management at both the state and local level. Prior to the start of her consulting career, Myra worked as a management analyst for the City of Cambridge, Maryland. In her role, Myra worked directly with the City Manager to provide the City Council with well-informed reports and policy recommendations on topics such as municipal marina and utility rate increases. She also managed the review and award process for the City's American Rescue Plan Act (ARPA) non-profit grant program of approximately \$870,000.

Before her role with the City of Cambridge, Myra worked with the Anne Arundel County Partnership for Children, Youth and Families where she assisted in researching and writing the 2021 Community Health Needs Assessment, helped to facilitate community engagement meetings, and created a grant management and tracking system for the organization. In addition to her experience with city and county government, Myra has worked for the Delaware General Assembly as a legislative fellow by staffing the House Administration Committee and writing policy memorandums for lawmakers on issues such as voting rights, housing affordability, and education. Further, she spent a year and a half as a research fellow with the University of Delaware's Institute for Public Administration, where she conducted over forty program evaluations for senior centers to help the Delaware General Assembly determine each center's eligibility for Grant-In-Aid funding.

Myra also has experience in communications and environmental policy. She previously interned with the Alliance for the Chesapeake Bay, spending months writing articles to inform the public on issues impacting the health of the Chesapeake Bay watershed, our nation's largest estuary. She also conducted various case studies on funding sources for municipal green infrastructure projects.

Myra earned a bachelor's degree in anthropology from St. Mary's College of Maryland and a master's degree in public administration from the University of Delaware. She also served as co-president for the University of Delaware's ICMA student chapter.



### Specialties

- Best practice research
- Grant management
- Program evaluation

### Professional History

- Raftelis: Consultant (2022-present)
- City of Cambridge, Maryland: Management Analyst (2022)
- Anne Arundel County Partnership for Children, Youth and Families: Executive Administrative Coordinator (2021-2022)
- Delaware General Assembly: Legislative Fellow (2021)
- Alliance for the Chesapeake Bay: Communications Intern (2020)
- Biden Institute for Public Administration: Research Fellow (2019-2021)
- Willow Construction: Contract Administrator (2017-2019)

### Education

- Master of Public Administration - University of Delaware (2021)
- Bachelor of Arts in Anthropology – St. Mary's College of Maryland (2017)

### Professional Memberships

- International City/County Management Association (ICMA)

## COST

# Cost

The total fixed fee for completion of the proposed scope of work is \$49,950. This includes all professional fees and expenses. Of this amount, \$45,465 is for professional consulting services, and \$4,485 is for expenses, including travel, lodging, and other incidentals.

A breakdown of consulting hours and costs by project activity is provided in the table below.

Activity	Description	Estimated Hours	Cost
1	Understand Background and Context	29	\$7,475
2	Document Existing Operations and Service Levels	56	\$15,275
3	Develop Staffing Model	46	\$10,475
4	Develop Departmental Business Plans with Staffing Projections	68	\$16,725
<b>TOTAL</b>		<b>199</b>	<b>\$49,950</b>

The City will be invoiced monthly as tasks are completed.

At the start of this engagement, we will work with the City to identify specific resources needed for this work. Typical requirements of City staff are outlined in the table below.

City Role	Description
Point Person	A primary point person with the City to assist us with scheduling interviews, meeting locations, and other logistics.
Project Team Members	A minimum of three meetings can be expected with the City's Project Team to review project status and/or deliverables.
Data Provision	At the start of the engagement, we will request a variety of background materials to inform our work. The majority of this information will be data that is readily available.
Interviewees	Generally, interviews are approximately 60 minutes each. Some direct follow-up with staff may be needed, based on the findings of our work.

TIMELINE

# Timeline

A proposed project schedule is provided below with a breakdown by project activity. We expect to further refine this with the City during Activity 1.



**APPENDIX A: ADDITIONAL EXPERIENCE**

# Appendix A: Additional Experience

---

## National Experience

This matrix shows some of the communities throughout the U.S. that Raftelis/TNCG staff has assisted and the services performed for these clients.

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation	Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
AL Birmingham Water Works Board	●		●	CA Los Angeles	●		
AK Municipality of Anchorage	●			CA Long Beach Transit Authority	●		
AR Central Arkansas Water	●		●	CA Manhattan Beach			●
AR El Dorado	●			CA Malibu	●		
AR Little Rock Wastewater	●			CA Montecito Water District	●		
AZ Alliance for Innovation			●	CA Monte Vista Water District	●		
AZ Avondale			●	CA Moorpark			●
AZ Bullhead	●			CA Oceanside	●		
AZ Central Arizona Project		●	●	CA Oceanside Water Utilities			●
AZ Clarkdale		●		CA Palo Alto			●
AZ Cottonwood		●		CA Placer County			●
AZ Goodyear			●	CA Rincon del Diablo	●		
AZ Oro Valley		●		CA Roseville			●
AZ Payson		●		CA Sacramento Area Sewer District/Sacramento Regional County Sanitation District			●
AZ Peoria		●		CA Sacramento Suburban Water District	●		
AZ Scottsdale		●		CA San Gabriel	●		
AZ Sierra Vista			●	CA San Luis Obispo			●
AZ Yuma		●	●	CA San Marino			●
CA California City	●			CA Santa Ana Watershed Project Authority	●		
CA Coachella	●			CA Santa Barbara	●		●
CA Dublin San Ramon Services District	●			CA Seaside			●
CA Encinitas			●	CA Southern California Edison - Catalina Operation	●		
CA Central Contra Costa Sanitary District	●			CA Stockton East Water District			●
CA Delta Diablo Sanitation District	●			CA Yountville			●
CA Fullerton	●			CA West Hollywood	●		
CA Gilroy	●			CO Adams County			●
CA Hanford			●	CO Aspen	●	●	●
CA Hayward			●	CO Aurora	●		●
CA Hollister	●			CO Boulder	●	●	●
CA Huntington Beach	●			CO Boulder County	●		

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation	Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
CO Brighton				CT Groton			
CO Centennial				CT Manchester			
CO Denver				CT Mansfield			
CO Denver Metro Water Recovery				CT Meriden			
CO Denver Wastewater				CT Windsor			
CO Elbert County				DC DC Water			
CO Erle				DC District of Columbia Department of Public Works			
CO Evans				DC International City/County Management Association			
CO Fort Collins				DC National League of Cities			
CO Golden				DC USAID - Moldova			
CO Greeley				DE Kent County			
CO Health District of Northern Larimer County				DE Lewes			
CO Jefferson County				DE Milford			
CO La Plata County				DE Milton			
CO Lafayette				DE Rehoboth Beach			
CO Louisville				DE Wilmington			
CO Loveland				DE Wilmington Utilities			
CO Loveland Fire Rescue Authority				FL Boca Raton			
CO Metro Water Reclamation District				FL Deerfield Beach			
CO Northglenn				FL Palmetto Bay			
CO Pueblo West Metropolitan District				FL Palmetto County			
CO Routt County				FL Pinellas County			
CO Summit County				FL Pompano Beach Utility Department			
CO Thornton				FL Sanford			
CO Timnath				FL Tampa Bay Water			
CO Westminster				FL Tampa Water Department			
CO Windsor				FL Winter Haven			
CT Connecticut Town & City Management Association				GA Decatur			
CT Enfield				GA Jackson County Water & Sewerage Authority			
CT Greenwich				GA Roswell			



Client	Organizational Assessment Executive Search Strategic Plan Facilitation			Client	Organizational Assessment Executive Search Strategic Plan Facilitation		
IA Cedar Rapids	●	●		KS Shawnee	●		●
IL Carbondale	●			KS Tonganoxie		●	●
IL DuPage County	●			KS United Government of Wyandotte County & Kansas City			●
IL Elgin			●	KS Water District No. 1 Johnson County (WaterOne)			●
IL Evanston	●			KY Lexington-Fayette Urban County Government	●		
IL Geneva			●	KY Louisville Water Company	●		
IL Gurnee			●	KY Paducah			●
IL Lisle			●	KY Sanitation District #1 of Northern Kentucky			●
IL Peoria County		●		LA New Orleans	●		
IL Schaumburg	●			LA Orleans Parish School Board		●	
IL Warrenville	●			LA Sewerage & Water Board of New Orleans		●	●
IL Woodridge			●	MA Franklin County	●		
IN Bloomington	●	●		MA Guidehouse	●		
IN Indianapolis	●			MA Lexington			●
IN Monroe County	●			MA Methuen	●		
IN Munster	●		●	MA Nantucket	●		●
KS Baldwin City		●	●	MA Pioneer Valley Planning Commission	●		
KS Bonner Springs	●			MA Sherborn	●		
KS Edgerton		●		MA Shrewsbury			●
KS Edwardsville			●	MA Westborough	●		●
KS Eudora			●	MA Wood Hole, Martha's Vineyard, and Nantucket Steamship Authority			●
KS Garden City	●			MD Aberdeen	●	●	●
KS Gardner			●	MD Annapolis			●
KS Hutchinson	●			MD Baltimore		●	
KS Johnson County		●	●	MD Baltimore Department of Public Works	●		●
KS Lawrence			●	MD Berwyn Heights		●	
KS Merriam		●		MD Cambridge		●	
KS Olathe	●		●	MD Charles County		●	
KS Roeland Park			●	MD College Park	●		●
KS Saline County			●	MD Colmar Manor			●

Client		Organizational Assessment			Client		Organizational Assessment		
		Executive Search	Strategic Plan Facilitation				Executive Search	Strategic Plan Facilitation	
MD	Galthersburg				MI	Rochester Hills			
MD	Garrett Park				MI	Royal Oak			
MD	Greenbelt				MI	Saline			
MD	La Plata				MI	Three Rivers			
MD	Maryland Municipal League				MN	Cloquet			
MD	Maryland State Judiciary				MN	Chanhassen			
MD	Mount Rainier				MN	Edina			
MD	New Carrollton				MN	Lake Elmo			
MD	Ocean City				MN	Minnesota Municipal League			
MD	Ocean Pines Association				MN	Northfield			
MD	Riverdale Park				MN	Rochester Public Utilities			
MD	Rockville				MO	Chesterfield			
MD	Somerville				MO	Clayton			
MD	St. Michaels				MO	Lee's Summit			
MD	Sykesville				MO	Maryville			
MD	Takoma Park				MO	Metropolitan St. Louis Sewer District			
MD	Talbot County				MO	Missouri Municipal League			
MD	University Park				MO	North Kansas City			
MD	Westminster				MO	Parkville			
MD	Worcester County				MO	Platte City			
MI	Ada				MO	Sikeston			
MI	Ann Arbor				MO	St. Joseph			
MI	Ann Arbor Transportation Authority				MO	St. Louis County			
MI	Canton Township				MO	University City			
MI	Ferndale				MO	Wentzville			
MI	Holland				MT	Helena			
MI	Jackson County				NC	Albemarle			
MI	Midland				NC	Asheville			
MI	Midland Community Foundation				NC	Brevard			
MI	Novi				NC	Brunswick			

Client	Organizational Assessment Executive Search Strategic Plan Facilitation			Client	Organizational Assessment Executive Search Strategic Plan Facilitation		
NC Cary				NH Keene			
NC Charlotte				NJ Jersey Water Works			
NC Charlotte Water				NJ New Jersey Health Initiative			
NC Creedmoor				NM Las Cruces			
NC GoTriangle Transit				NY Batavia			
NC Greensboro				NY Edgemont			
NC Guilford County				NY Ithaca			
NC Harnett County				NY Livingston County Water and Sewer Authority (LCWSA)			
NC High Point				NY Oneonta			
NC Matthews				NY Rochester			
NC Lowell				NY Wainscott			
NC Onslow Water & Sewer Authority (ONWASA)				OH Avon Lake			
NC Orange County				OH Beaver Creek Township			
NC Orange Water and Sewer Authority				OH Blendon Township			
NC Raleigh				OH Blue Ash			
NC Raleigh Public Utilities Department				OH Centerville			
NC Rolesville				OH Cincinnati			
NC Swansboro				OH Clear Creek Township			
NC Wake County				OH Cleveland Heights			
NC Wake Forest				OH Columbus			
NC Wilmington				OH Dayton			
NC Winston-Salem				OH Delaware			
NC Winston-Salem/Forsyth County Utilities				OH Delaware County			
NC Zebulon				OH Delaware County EMS			
ND Minot				OH Delaware County Transit			
NE Hastings				OH Dublin			
NE La Vista				OH Eastgate Regional Council of Governments			
NE Lincoln				OH Franklin County			
NE Reno				OH Gahanna			
NH Hanover				OH Georgetown			

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation	Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
OH Granville				OH Union County			
OH Greater Cincinnati Water Works				OH Upper Arlington			
OH Greene County				OH Washington Township			
OH Hilliard				OH West Chester Township			
OH Hudson				OH Westerville			
OH Jackson Township				OH Worthington			
OH Miami Township				OH Wyoming			
OH Miami University				OH Xenia			
OH Miami Valley Risk Management Authority				OK Lawton			
OH Montgomery County Environmental Services				OK Norman			
OH Monroe				OR Beaverton			
OH Moraine				OR Bend			
OH National Association of State & Local Equity Funds				OR Clean Water Services			
OH Newark				OR Confederated Tribes of Grand Ronde			
OH Oberlin				OR Gresham			
OH Ohio City/County Management Association				OR Hillsboro			
OH Owens-Corning				OR Hood River			
OH Piqua				OR Lake Oswego			
OH Portsmouth				OR Lane County			
OH Powell				OR McMinnville			
OH Prairie Township				OR Metro			
OH Preservation Parks of Delaware County				OR Multnomah County			
OH Riverside				OR Newberg			
OH Sandusky				OR Salem			
OH Sharonville				OR Scappoose			
OH Solid Waste Authority of Central Ohio (SWACO)				OR Sunrise Water Authority			
OH Solon				OR Tigard			
OH The Port, an Ohio Port Authority				OR Tualatin			
OH Toledo				OR Tualatin Hills Park & Recreation District			
OH Troy				OR Washington County			

Client	Organizational Assessment			Client	Organizational Assessment		
	Executive Search	Strategic Plan Facilitation			Executive Search	Strategic Plan Facilitation	
OR Wilsonville				SC Spartanburg Water System			
PA Abington Township				TN Farragut			
PA Allentown				TN Johnson City			
PA Association for Pennsylvania Municipal Management (APMM)				TN Johnson County			
PA Bethel Park				TN Metro Government of Nashville and Davidson Co.			
PA Breakneck Creek Regional Authority				TN Metro Water Services of Nashville and Davidson County			
PA Capital Region Water				TX Abilene			
PA Carlisle Borough				TX Allen			
PA Duquesne				TX Anna			
PA East Buffalo				TX Austin			
PA East Whiteland Township				TX Brownsville Public Utilities Board			
PA Falls Authority				TX Cedar Hill			
PA Farrell				TX Cedar Park			
PA Ford City Borough				TX Dallas			
PA Harrisburg				TX Denton			
PA Hazleton				TX Harris County			
PA Lancaster County				TX Lancaster			
PA Lehigh County Authority				TX Laredo			
PA Lewisburg				TX League City			
PA Lower Paxton Township				TX Marshall			
PA Nanticoke				TX New Braunfels			
PA Pittsburgh Water & Sewer Authority				TX North Texas Municipal Water Department			
PA Reading				TX Pearland			
PA St. Marys				TX Plano			
PA State College				TX Prosper			
RI Westerly				TX Sugar Land			
SC Charleston				TX Temple			
SC Hilton Head				TX The Woodlands			
SC Mount Pleasant Waterworks				TX University Park			
SC Renewable Water Resources (ReWa)				UT Murray			

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation	Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
UT South Jordan			●	VA Vienna			●
VT Burlington Water Resources	●			VA Virginia Beach			●
VT Montpelier			●	VA Virginia Retirement System		●	
VA Albemarle County		●	●	VA Warrenton	●	●	
VA Alexandria		●		VA Washington County Service Authority			●
VA Appomattox River Water Authority	●			WA Bellevue	●		●
VA Arlington County		●		WA Bothell	●	●	●
VA Ashland		●		WA Camas	●	●	
VA Bedford County		●		WA Central Piece Fire and Rescue		●	
VA Charlottesville	●			WA Kirkland	●		
VA Chesapeake		●		WA Mercer Island			●
VA Fairfax		●		WA Richland			●
VA Fairfax County		●		WA Sammamish		●	
VA Fairfax County Water Authority			●	WA Sequim	●		●
VA Fairfax Water	●			WA Shoreline	●	●	
VA Fauquier County		●		WA Spokane Regional Health District		●	
VA Fredericksburg	●			WI Eau Claire			●
VA Gloucester County	●			WI Central Brown County Water Authority		●	
VA Hampton			●	WI Green Bay/Central Brown County	●		
VA Harrisonburg		●		WI Mequon		●	
VA Harrisonburg-Rockingham Regional Sewer Authority (HRRSA)		●		WI Milwaukee Metropolitan Sewerage District			●
VA Leesburg		●		WI Oak Creek			●
VA Loudoun County	●	●		WI Shorewood	●		
VA Newport News		●		WI Washington County			●
VA Newport News Waterworks			●	WI Wauwatosa	●		
VA Prince William County		●		WV Monongalia County			●
VA Purcellville	●			WV Morgantown		●	●
VA Rivanna Water & Sewer Authority			●	WY Sheridan			●
VA Suffolk		●		PR Puerto Rico Aqueduct & Sewer Authority (PRASA)	●		

**APPENDIX B: ATTACHMENTS A-E**

# Appendix B: Attachments A-E





ATTACHMENT A

NON-DISCRIMINATION AFFIDAVIT

I, the undersigned, hereby duly sworn, depose and say that the organization or business entity represented herein shall not discriminate against any person in its operations, activities, or delivery of services under any agreement it enters with the City of Belle Isle. The same shall affirmatively comply with all applicable provisions of Federal, State, and local equal employment laws and shall not engage in or commit any discriminatory practice against any person based on race, age, religion, color, gender, sexual orientation, national origin, marital status, physical or mental disability, political affiliation or any other factor which cannot be lawfully used as a basis for service delivery.

It is the policy of the City of Belle Isle that Minority/Women-Owned Business Enterprises (MWBE) shall have the maximum opportunity to participate in all contracts. The City of Belle Isle will accept MWBE certifications from Orange County and any State of Florida certification.

Further, City Purchasing Police Section 1.8 requires that all contracting agencies of the City, or any department thereof, acting for or on behalf of the City, shall include in all contracts and property contracts hereinafter executed or amended in any manner or as to any portion thereof, a provision obligating the Contractor not to unlawfully discriminate (as proscribed by federal, State, county, or other local law) on the basis of the fact or perception of a person's race, color, creed, religion, national origin, ancestry, sexual orientation, gender identity or expression, marital status, pregnancy, familial status, veterans status, political affiliation, or physical or mental disability and such person's association with members of classes protected under this chapter or in retaliation for or opposition to any practices forbidden under this chapter against any employee of, any City employee working with, or applicant for employment with such Contractor and shall require such Contractor to include a similar provision in all subcontracts executed or amended there under.

By: *Claire Conto*  
Title: Executive Vice President

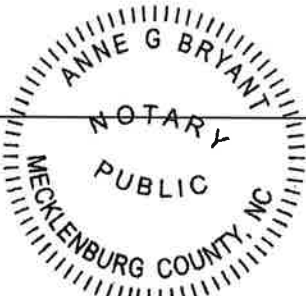
STATE OF ~~FLORIDA~~ North Carolina  
COUNTY OF Mecklenburg

Sworn to and subscribed before me this 18<sup>th</sup> day of April, 2023, by

*Anne G. Bryant*  
*Anne G. Bryant*  
Signature of Notary Public Expires 5.2.26

☒ Personally known, or  
☐ Produced Identification

Type of ID Produced: \_\_\_\_\_



## ATTACHMENT B

NON-DEBARMENT AFFIDAVIT

Page 1 of 2

Elaine Conti Being first duly sworn, deposes and says that:

He/She is Executive Vice President  
 of Raf-telis the Proposer ("Respondent")  
 that has submitted the attached Proposal. By offering submission to this RFP, the Respondent certifies and affirms that to the best of their knowledge and belief, that:

1. The Respondent is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in any transaction of any Federal, State, or local agency; and
2. The Respondent has not within three years preceding this Proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records; making false statements; or receiving stolen property; and
3. The Respondent is not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph 2 of this affidavit; and
4. The Respondent has not, within a three-year period preceding this Proposal, had one or more public transactions (Federal, State, or local) terminated for cause or default; and
5. The Respondent will submit a revised Debarment Affidavit immediately if the status changes.

If the Respondent cannot certify that they are not debarred, he/she shall explain with this submittal. An explanation will not necessarily result in denial of participation in a contract. Failure to submit a debarment affidavit will disqualify the Contractor from any contract award.

\_\_\_\_\_ Check here if an explanation is attached to this affidavit.

NON-DEBARMENT AFFIDAVIT  
Page 2 of 2

By: Elaine Conti  
Print Name: Elaine Conti  
Title: Executive Vice President  
Date: 4-18-2023

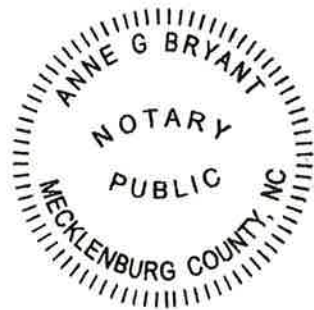
STATE OF ~~FLORIDA~~ North Carolina  
COUNTY OF Mecklenburg

The foregoing Agreement was acknowledged before me this 18<sup>th</sup> day of April 2023 by, Elaine Conti who has affirmed that he/she has been duly authorized to execute the above document. He/she is personally known to me or has produced personally owned as identification.

NOTARY'S SEAL: Anne G. Bryant

NOTARY PUBLIC, STATE OF ~~FLORIDA~~ NC

Anne G. Bryant  
Name of Acknowledger, typed, printed, or Stamped



## ATTACHMENT C

DRUG-FREE WORKPLACE CERTIFICATION

Preference must be given to vendors submitting a certification with their bid/proposal certifying they have a drug-free workplace in accordance with Section 287.087, Florida Statutes. This requirement affects all public entities of the State and becomes effective January 1, 1991. The special condition is as follows:

IDENTICAL TIE BIDS - Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids that are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program; a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on or require satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community by any employee who is so convicted.
6. Make a good faith effort to maintain a drug-free workplace through the implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

Raftelis  
COMPANY NAME

Elaine Conner  
VENDOR'S SIGNATURE

Must be executed and returned with the attached Proposal to be considered.

ATTACHMENT D

NON-COLLUSIVE AFFIDAVIT

State of North Carolina

County of Mecklenburg

Elaine Conti being first duly sworn deposes and says that:

- 1. He/she is the Executive Vice President, (Owner, Partner, Officer, Representative, or Agent) of Raffetis the Proposer that has submitted the attached Proposal;
- 2. He/she is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal.
- 3. Such a Proposal is genuine and is not a collusive or sham Proposal.
- 4. Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, have in any way colluded, conspired, connived, or agreed, directly or indirectly, with any other Proposer, firm, or person to submit a collusive or sham Proposal in connection with the Work for which the attached Proposal has been submitted; or to refrain from proposing in connection with such Work; or have in any manner, directly or indirectly, sought by agreement or collusion, or communication, or conference with any Proposer, firm, or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit, or cost elements of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against (Recipient), or any person interested in the proposed Work;
- 5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or any other of its agents, representatives, owners, employees, or parties in interest, including this affiant.

By: Elaine Conti

Title: Executive Vice President

Company: Raffetis

STATE OF ~~FLORIDA~~ North Carolina  
COUNTY OF Mecklenburg

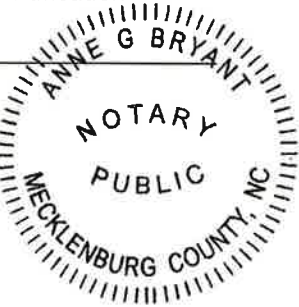
Sworn to and subscribed before me this 18th day of April, 2023

by Elaine Conti

☒ Personally known, or  
☐ Produced Identification

Anne G. Bryant  
Signature of Notary Public  
Expired 5.2.26

Type of ID Produced



## ATTACHMENT E

CERTIFICATION PURSUANT TO FLORIDA STATUTE § 287.135

I, Elaine Conti, on behalf of Raftelis  
 Print Name and Title Company Name  
 certify that Raftelis does not:

1. Participate in a boycott of Israel; and
2. Is not on the Scrutinized Companies that Boycott Israel List; and
3. Is not on the Scrutinized Companies with Activities in Sudan List; and
4. Is not on the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List; and
5. Has not engaged in business operations in Syria.

Submitting a false certification shall be deemed a material breach of contract. In writing, the City shall provide notice to the Contractor of the City's determination concerning the false certification. The Contractor shall have ninety (90) days following receipt of the notice to respond in writing and demonstrate that the determination of false certification was made in error. If the Contractor does not demonstrate that the City's determination of false, certification was made in error then the City shall have the right to terminate the contract and seek civil remedies pursuant to Florida Statute § 287.135.

Section 287.135, Florida Statutes, prohibits the City from: 1) Contracting with companies for goods or services in any amount if at the time of bidding on, submitting a proposal for, or entering into or renewing a contract if the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to Section 215.4725, FS or is engaged in a boycott of Israel; and

2) Contracting with companies, for goods or services over \$1,000,000.00 that are on either the Scrutinized Companies with activities in the Iran Petroleum Energy Sector List, created pursuant to s. 215.473, or are engaged in business operations in Syria.

As the person authorized to sign on behalf of the Contractor, I hereby certify that the company identified above in the section entitled "Contractor Name" does not participate in any boycott of Israel, is not listed on the Scrutinized Companies that Boycott Israel List, is not listed on either the Scrutinized Companies with activities in the Iran Petroleum Energy Sector List, and is not engaged in business operations in Syria. I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject the company to civil penalties, attorney's fees, and/or costs. I further understand that any contract with the City for goods or services may be terminated at the option of the City if the company is found to have submitted a false certification or has been placed on the Scrutinized Companies with Activities in Sudan list or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.

Raftelis  
 COMPANY NAME  
Elaine Conti Elaine Conti  
 PRINT NAME SIGNATURE  
Executive Vice President  
 TITLE

Must be executed and returned with the attached Proposal to be considered.

**CITY OF BELLE ISLE, FLORIDA  
CITY COUNCIL WORKSHOP AGENDA ITEM COVER SHEET**

f.

**Meeting Date:** May 16, 2023

**To:** Honorable Mayor and City Council Members

**From:** Interim City Manager Travis Grimm

**Subject:** Reallocation of ARPA Funds (American Recovery Plan Act)

**Background:** On August 17, 2021, the City moved to execute the Agreement with FDEM to receive funding through the American Rescue Plan Act. Section 9901 of the American Rescue Plan Act of 2021 (ARPA) was passed on March 11, 2021, adding section 603 to the Social Security Act and creating the Coronavirus Local Fiscal Recovery Fund (CLFRF). These funds are intended to support local governments to facilitate the ongoing recovery from the COVID-19 pandemic. More specifically, the CLFRF establishes substantial flexibility for each government to meet local needs—including support for households, small businesses, impacted industries, essential workers, and the communities hardest hit by the crisis. Funds can also be used to make necessary investments in water, sewer, and broadband infrastructure.

Expenses must be eligible under Section 603 of the American Rescue Plan Act, the Treasury Interim Final Rule (Federal Register Volume 86, No 93), and any subsequent Treasury Guidance. ARPA requires funds only to be used to cover expenses incurred by the non-entitlement unit of local government by December 31, 2024.

All cities that received American Rescue Plan Act (ARPA) funding have a Project & Expenditure Report due showing if they have not expended any funds or if they have expended all funds.

**Staff Recommendation:** Approve the allocation of ARPA Funds presented by staff.

**Suggested Motion:** I move that we authorize the Interim City Manager and City Attorney to review and present Budget Amendments by Resolution to reallocate ARPA Funds as discussed for approval at the next City Council meeting on June 6, 2023.

**Alternatives:** Do not approve the amendments

**Fiscal Impact:** ARPA Funds

**Attachments:** na