

# CITY OF WESTLAKE



## AGENDA

### City Council Budget Workshop

Tuesday, August 18, 2020 at 6:30 PM

#### VIA COMMUNICATIONS MEDIA TECHNOLOGY

This meeting shall be held in accordance with the Governor's Executive Order 2020-179. Due to COVID-19, and the need to ensure public health safety and welfare, this meeting will be conducted without a quorum of its members present physically or at any specific location and utilizing communications media technology such as telephonic or video conferencing, as provided by Section 120.54(5)(b)2, Florida Statutes.

Members of the public may participate in the meeting through electronic means and may access as follows:

1. Join the Webex meeting from your computer, tablet or smartphone at the following link:

<https://cityofwestlake.my.webex.com/>

Meeting ID: 132 781 3384

Password: hello

2. Participants may also dial in using your phone with any of the following number(s):

United States Toll: +1-408-418-9388

Meeting ID: 132 781 3384

Public Comments will be accepted via an electronic comment card, at least 24 hours prior to the public meeting and also acknowledged during the meeting when participants utilize the "raise your hand" feature during the designated time. Procedures for Public Comment are provided via the City website:

<https://www.westlakegov.com/cityclerk/page/covid-19-public-meetings>

#### CITY COUNCIL:

Roger Manning, Mayor  
Katrina Long Robinson, Vice Mayor  
Patric Paul, Council Member – Seat 1  
Kara Crump, Council Member – Seat 2  
JohnPaul O'Connor, Council Member – Seat 3

#### CITY STAFF:

Ken Cassel, City Manager  
Pam E. Booker, City Attorney  
Zoie P. Burgess, City Clerk

**CALL TO ORDER**

**ROLL CALL**

**PLEDGE OF ALLEGIANCE**

**WORKSHOP AGENDA**

[A.](#) Discussion and finalization of proposed FY 2020-21 budget for Public Hearing in September

**Submitted By:** City Manager Kenneth Cassel

**CITY COUNCIL COMMENTS**

- A. Councilman JohnPaul O'Connor
- B. Councilwoman Kara Crump
- C. Councilman Patric Paul
- D. Vice Mayor Katrina Long Robinson
- E. Mayor Roger Manning

**PUBLIC COMMENTS**

**CITY ATTORNEY COMMENTS**

**CITY MANAGER COMMENTS**

[A.](#) Management Discussion

**Submitted By:** City Manager, Kenneth Cassel

**ADJOURNMENT**

Next Meeting (Subject to Change or be Cancelled):  
September 14, 2020 - Regular City Council Meeting

**NOTICE:** In accordance with the Americans with Disabilities Act, persons who need an accommodation in order to attend or participate in this meeting should contact the City Clerk at (561) 530-5880 at least three (3) business days prior to the meeting in order to request such assistance.

**AGENDA POSTED:** August 11, 2020

**File Attachments for Item:**

Discussion and finalization of proposed FY 2020-21 budget for Public Hearing in September

**Submitted By:** City Manager Kenneth Cassel



# Meeting Agenda Item Coversheet

<b>MEETING DATE:</b>		08/18/2020	<b>Submitted By:</b> Ken Cassel	
<b>SUBJECT:</b> <i>This will be the name of the Item as it will appear on the Agenda</i>		Discussion and finalization of proposed 2021 budget for Public Hearing in September		
<b>STAFF RECOMMENDATION:</b> (MOTION READY)		<b>Discuss and finalize the budget line items for all departments.</b>		
<b>SUMMARY and/or JUSTIFICATION:</b>		<p>The budget has been re-reviewed and additional reductions in expenditures that do not adversely impact the service levels have been highlighted yellow in the revised budget.</p> <p>The department that was not revised was the Legal Department as the Council is directly responsible for the expenditures.</p> <p>Once the final numbers for all departments are agreed upon the final budget will be prepared for the Public Hearing in September.</p>		
<b>SELECT, if applicable</b>	<b>AGREEMENT:</b>		<b>BUDGET:</b>	
	<b>STAFF REPORT:</b>		<b>PROCLAMATION:</b>	
	<b>EXHIBIT(S):</b>		<b>OTHER:</b>	
<b>IDENTIFY EACH ATTACHMENT.</b> <i>For example, an agreement may have 2 exhibits, identify the agreement and Exhibit A and Exhibit B</i>	Memo from City Manager Revised 2021 budget Municipality Department Budget Comparison			
<b>SELECT, if applicable</b>	<b>RESOLUTION:</b>		<b>ORDINANCE:</b>	
<b>IDENTIFY FULL RESOLUTION OR ORDINANCE TITLE</b> <i>(if Item is <b>not</b> a Resolution or Ordinance, please erase all default text from this field's textbox and leave blank)</i> <b><u>Please keep text indented.</u></b>	<Enter Short Resolution/Ordinance Title Here>  <b>&lt;ENTER FULL RESOLUTION/ORDINANCE TITLE HERE&gt;</b>			
<b>FISCAL IMPACT (if any):</b>				\$



**Date:** August 11, 2020  
**To:** Mayor and Council  
**Copy:** Pam Booker, City Attorney  
**From:** Ken Cassel, City Manager  
**Subject:** Budget Workshop Discussion

## Memorandum

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The revised budget information presented is based on comments from the Council to ensure we are looking a budget that will provide the proper level of service with the goal not requiring developer funding after the 2023 budget year. Keeping this in mind, I have reviewed each line item and proposed additional reductions in the line items where it will not adversely impact our ability to provide services to the residents.

The budget document is formatted with three columns for the 2021 budget year. The first column (2021 proposed) is the information presented at the last Council meeting. The second column (2021 revised) is the latest recommendations for where cuts can be made (highlighted in yellow). The last column (2021 Final) is final proposed budget with any changes the Council applies to the highlighted areas. This column will be the basis for completion of the overall budget presentation at the budget public hearing in September.

Also included is the comparison spreadsheet that was circulated at the last meeting which compares various municipalities departments with the City's proposed budget.

With a totally contracted city it is difficult to do a line by line comparison of other municipal budgets. My accounting staff has done the best they can in ferreting out the information from the other municipal budgets utilized for the comparison.

The one area where I have not proposed any changes is the City Attorney's department. The numbers in the City Attorney's lines are based on current invoicing and the proposed increase from the City Attorney. The City Attorney's budget line items are highlighted in blue with the revised and final budget columns for the Council to determine the appropriate numbers.

Under our current organizational structure, the City Manager has little or no ability to determine what the City Attorney is involved in. The City attorney is independent to determine what they are involved in. The City Attorney works directly for the City Council, as such the budget and what the attorney is involved in is the direct responsibility of the Council. Therefore, it is the Council's responsibility to set the budget and provide direction. The City Manager and accounting staff's responsibility is to ensure the invoices are paid and expenses tracked as part of the overall adopted budget.

I look forward to discussing the budget with the Council in preparation for the public hearing and up-coming year.

## General Fund - FY2021 Budget

ACCOUNT DESCRIPTION	7/13/2020					
	ACTUAL FY 2019	AMENDED BUDGET FY 2020	TOTAL PROJECTED FY 2020	PROPOSED BUDGET FY2021	REVISED BUDGET FY2021	FINAL BUDGET FY2021
<b>REVENUES</b>						
Ad Valorem Taxes	\$ 229,571	\$ 557,948	\$ 539,327	\$1,131,913	\$1,164,549	\$ 1,164,549
Ad Valorem Taxes - Discounts	(7,573)	(22,318)	(19,666)	(45,277)	(46,582)	(46,582)
Local Option Fuel Tax	47	100	171	100	100	100
FPL Franchise Fee	83,563	138,100	90,439	116,300	124,600	124,600
Public Service Tax-Electricity	28,645	50,000	109,069	140,200	152,800	152,800
Public Service Tax-Water	4,603	69,400	21,270	27,300	26,400	26,400
Public Service Tax-Gas	8,118	10,400	15,291	19,700	18,800	18,800
Communications Service Tax	16,353	30,000	13,523	13,500	17,800	17,800
Occupational Licenses	8,700	5,300	4,102	4,100	3,500	3,500
Building Permits	667,029	725,400	922,994	-	-	-
Reinspection Fees	-	10,000	20,775	-	-	-
Building Permits-Surcharge	1,461	1,800	1,932	1,900	2,000	2,000
Other Building Permit Fees	16,800	15,000	41,850	15,000	15,000	15,000
Building Permits-Admin Fee	63,229	57,100	91,315	83,900	86,500	86,500
Engineering Permits	120,827	175,400	463,509	-	-	-
Planning/Zoning Permits	85,388	241,700	220,980	-	-	-
Other Licenses, Fees and Permits	4,775	4,100	2,813	2,800	2,500	2,500
Municipal Revenue Sharing	-	-	-	1	4,700	4,700
Local Govt Half Cent Sales Tax	-	2,400	-	2,400	-	-
Recording Fees	-	-	-	-	-	-
Administrative Fees	-	-	-	10,500	10,500	10,500
Other Governmental Chgs/Fees	-	-	360	-	-	-
Other Public Safety Chgs./Fees	-	-	2,447	2,400	2,400	2,400
Garbage/Solid Waste Revenue	-	3,800	3,288	4,200	3,800	3,800
Penalties	60	-	13	-	-	-
Admin Fees	5,728	-	-	-	-	-
Other Operating Revenues	550	-	2,500	12,500	12,500	12,500
Judgements and Fines	68	-	1,048	-	-	-
Interest - Investments	1,161	-	38	-	-	-
Interest-Tax Collector	42	-	111	-	-	-
Developer Contribution	1,100,000	1,958,270	1,452,964	1,687,863	1,345,233	(1,601,867)
Lien Search Fees	570	-	950	-	-	-
Inspection Fees	13,400	-	-	-	-	-
Other Nonoperating Sources	39,646	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>\$2,492,761</b>	<b>\$4,033,900</b>	<b>\$4,003,413</b>	<b>\$3,231,300</b>	<b>\$2,947,100</b>	<b>\$ -</b>

# General Fund - FY2021 Budget

ACCOUNT DESCRIPTION	7/13/2020					
	ACTUAL FY 2019	AMENDED BUDGET FY 2020	TOTAL PROJECTED FY 2020	PROPOSED BUDGET FY2021	REVISED BUDGET FY2021	FINAL BUDGET FY2021
<b>EXPENDITURES</b>						
<i>Legislative</i>						
Mayor/Council Stipend	\$ 204,000	\$ 204,000	\$ 175,200	\$ 146,400	\$ 146,400	
FICA Taxes	15,606	15,600	13,403	11,200	11,200	
ProfServ-Legislative Expense	-	24,000	-	24,000	24,000	
Public Officials Insurance	-	3,900	3,500	3,900	3,900	
Misc-Election Fee			560	-	-	
Misc-Event Expense	-	14,400	-	35,000	25,000	
Council Expenses	4,617	20,000	6,482	20,000	15,000	
Dues, Licenses, Subscriptions	-	-	-	1,900	1,900	
<b>Total Legislative</b>	<b>224,223</b>	<b>281,900</b>	<b>199,145</b>	<b>242,400</b>	<b>227,400</b>	<b>-</b>
<i>City Manager</i>						
Contracts-City Manager	-	254,600	251,883	222,900	222,900	
Office Supplies	8,817	17,100	17,047	17,000	15,900	
Dues, Licenses, Subscriptions	4,929	5,300	3,707	2,200	2,200	
Management Services	413,956	-	-	-	-	
<b>Total City Manager</b>	<b>427,702</b>	<b>277,000</b>	<b>272,637</b>	<b>242,100</b>	<b>241,000</b>	<b>-</b>
<i>City Clerk</i>						
ProfServ-Web Site Maintenance	5,904	18,200	15,251	18,600	18,000	
Contracts-City Clerk	-	125,100	123,764	125,100	125,100	
Postage and Freight	855	1,400	969	1,400	1,400	
Printing	3,370	14,300	9,787	22,200	21,700	
Legal Advertising	21,442	24,100	28,933	28,900	28,400	
Dues, Licenses, Subscriptions	-	-	-	1,400	1,400	
<b>Total City Clerk</b>	<b>31,571</b>	<b>183,100</b>	<b>178,704</b>	<b>197,600</b>	<b>196,000</b>	<b>-</b>
<i>Finance</i>						
Auditing Services	3,225	3,400	5,250	5,300	5,300	
Contracts-Finance	-	92,700	91,769	92,700	92,700	
<b>Total Finance</b>	<b>3,225</b>	<b>96,100</b>	<b>97,019</b>	<b>98,000</b>	<b>98,000</b>	<b>-</b>
<i>Legal Counsel</i>						
ProfServ-Legal Services	369,100	415,600	403,900	483,500	404,000	
Outside Additional Legal Services	-	25,600	23,970	12,400	115,000	
Miscellaneous Expenses	-	-	10,099	12,100	13,000	
<b>Total Legal Counsel</b>	<b>369,100</b>	<b>441,200</b>	<b>437,969</b>	<b>508,000</b>	<b>532,000</b>	<b>-</b>
<i>Comprehensive Planning</i>						
ProfServ-Engineering	188,591	175,400	463,509	-	-	
ProfServ-Building Permits	738,120	725,400	922,994	-	-	
ProfServ-Planning/Zoning Board	237,434	241,700	220,980	-	-	
<b>Total Comprehensive Planning</b>	<b>1,164,145</b>	<b>1,142,500</b>	<b>1,607,483</b>	<b>-</b>	<b>-</b>	<b>-</b>

# General Fund - FY2021 Budget

ACCOUNT DESCRIPTION	7/13/2020					
	ACTUAL FY 2019	AMENDED BUDGET FY 2020	TOTAL PROJECTED FY 2020	PROPOSED BUDGET FY2021	REVISED BUDGET FY2021	FINAL BUDGET FY2021
<b>Facility Services</b>						
Telephone, Cable & Internet Service	22,237	23,100	22,574	22,600	22,400	
Lease - Building	500	500	500	12,500	12,500	
Lease - Copier	-	36,800	50,534	22,600	22,600	
Insurance(Liab,Auto,Property)	7,120	4,000	3,620	4,000	4,000	
Miscellaneous Services	-	-	1,278	1,300	1,100	
Cleaning Services	-	38,400	38,408	50,000	43,500	
Principal-Capital Lease Payments	5,524	-	6,848	7,600	7,600	
Interest-Capital Lease Payments	2,988	-	3,366	2,600	2,600	
<b>Total Facility Services</b>	<b>38,369</b>	<b>102,800</b>	<b>127,128</b>	<b>123,200</b>	<b>116,300</b>	<b>-</b>
<b>Other Administrative Services</b>						
Contracts-Administration	-	158,700	156,997	158,700	158,700	
ProfServ-Information Technology	190,948	165,600	180,159	172,800	144,700	
ProfServ-Compliance Service	-	50,000	-	30,000	25,000	
ProfServ-Consultants	13,775	88,800	9,488	50,000	-	
Miscellaneous Services	987	-	-	-	-	
Misc-Public Relations	-	50,000	1,866	50,000	50,000	
General Government	51,189	47,900	417	25,000	25,000	
Emergency Comm. Program	-	-	-	50,000	25,000	
<b>Total Other Admin. Services</b>	<b>256,899</b>	<b>561,000</b>	<b>348,927</b>	<b>536,500</b>	<b>428,400</b>	<b>-</b>
<b>Community Services</b>						
Contracts-Sheriff	74,067	677,000	650,000	677,000	662,000	
Electricity	3,866	45,000	44,355	41,800	38,100	
R&M-Parks	-	50,000	-	25,000	-	
R&M-Community Maintenance	-	26,700	26,700	26,700	26,700	
Operating Supplies	-	15,000	9,182	25,000	25,000	
<b>Total Community Services</b>	<b>77,933</b>	<b>813,700</b>	<b>730,237</b>	<b>795,500</b>	<b>751,800</b>	<b>-</b>
<b>Capital Outlay / Projects</b>						
Cap Outlay - Computers	-	6,000	-	-	-	
Cap Outlay-Software	39,646	-	-	-	-	
<b>Total Capital Outlay / Projects</b>	<b>39,646</b>	<b>6,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Fees and Charges</b>						
Misc-Contingency	20,964	28,600	4,164	136,700	129,500	
<b>Total Other Fees and Charges</b>	<b>20,964</b>	<b>28,600</b>	<b>4,164</b>	<b>136,700</b>	<b>129,500</b>	<b>-</b>
<b>Reserves</b>						
1 st Quarter Operating Reserve				351,300	226,700	
Building-Future City Hall	-	100,000	-	-	-	
<b>Total Reserves</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>351,300</b>	<b>226,700</b>	<b>-</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,653,777</b>	<b>\$4,033,900</b>	<b>\$4,003,413</b>	<b>\$3,231,300</b>	<b>\$2,947,100</b>	<b>\$ -</b>
Excess (deficiency) of revenues over (under) expenditures	<b>\$ (161,016)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**General Fund - FY2021 Budget**

ACCOUNT DESCRIPTION	ACTUAL FY 2019	AMENDED BUDGET FY 2020	TOTAL PROJECTED FY 2020	7/13/2020		FINAL BUDGET FY2021
				PROPOSED BUDGET FY2021	REVISED BUDGET FY2021	

**BUDGET ANALYSIS FOR MUNICIPALITIES**  
**Fiscal Year 2020**

Municipality	2019-2020 Population	Total City Budget	Legal			City Manager			City Clerk		
			Budget	Per Capita	% of Total Bud	Budget	Per Capita	% of Total Bud	Budget	Per Capita	% of Total Bud
Westlake	1,025	\$4,033,900	\$441,200	\$430.44	10.94%	\$277,000	\$270.24	6.87%	\$183,100	\$178.63	4.54%
South Palm Beach	1,471	\$2,049,471	\$62,500	\$42.49	3.05%	\$229,208	\$155.82	11.18%	\$0	\$0.00	0.00%
Lake Clark Shores	3,628	\$3,465,793	\$65,000	\$17.92	1.88%	\$0	\$0.00	0.00%	\$0	\$0.00	0.00%
Lake Park	8,605	\$8,970,345	\$161,000	\$18.71	1.79%	\$373,698	\$43.43	4.17%	\$199,202	\$23.15	2.22%
Briny Breezes	653	\$2,430,916	\$40,000	\$61.26	1.65%	\$0	\$0.00	0.00%	\$0	\$0.00	0.00%
Loxahatchee Groves	3,564	\$5,827,281	\$125,000	\$35.07	2.15%	\$610,000	\$171.16	10.47%	\$0	\$0.00	0.00%
Atlantis	2,109	\$5,498,272	\$70,000	\$33.19	1.27%	\$0	\$0.00	0.00%	\$111,530	\$52.88	2.03%
Tequesta	6,133	\$21,736,400	\$180,000	\$29.35	0.83%	\$286,100	\$46.65	1.32%	\$370,150	\$60.35	1.70%
City of Williston	2,756	\$12,403,227	\$41,000	\$14.88	0.33%	\$102,997	\$37.37	0.83%	\$15,564	\$5.65	0.13%
Town of Hillsboro Beach	2,044	\$15,847,445	\$65,000	\$31.80	0.41%	\$283,023	\$138.47	1.79%	\$252,970	\$123.76	1.60%

Municipality	2019-2020 Population	Total City Budget	Finance			Information Technology			All Other Administration Costs		
			Budget	Per Capita	% of Total Bud	Budget	Per Capita	% of Total Bud	Budget	Per Capita	% of Total Bud
Westlake	1,025	\$4,033,900	\$96,100	\$93.76	2.38%	\$165,600	\$161.56	4.11%	\$498,200	\$486.05	12.35%
South Palm Beach	1,471	\$2,049,471	\$55,300	\$37.59	2.70%	\$0	\$0.00	0.00%	\$230,926	\$156.99	11.27%
Lake Clark Shores	3,628	\$3,465,793	\$31,000	\$8.54	0.89%	\$0	\$0.00	0.00%	\$711,683	\$196.16	20.53%
Lake Park	8,605	\$8,970,345	\$506,515	\$58.86	5.65%	\$200,045	\$23.25	2.23%	\$339,484	\$39.45	3.78%
Briny Breezes	653	\$2,430,916	\$15,000	\$22.97	0.62%	\$0	\$0.00	0.00%	\$513,600	\$786.52	21.13%
Loxahatchee Groves	3,564	\$5,827,281	\$90,600	\$25.42	1.55%	\$131,000	\$36.76	2.25%	\$4,500	\$1.26	0.08%
Atlantis	2,109	\$5,498,272	\$15,950	\$7.56	0.29%	\$0	\$0.00	0.00%	\$412,513	\$195.60	7.50%
Tequesta	6,133	\$21,736,400	\$425,400	\$69.36	1.96%	\$219,400	\$35.77	1.01%	\$386,750	\$63.06	1.78%
City of Williston	2,756	\$12,403,227	\$158,871	\$57.65	1.28%	\$58,461	\$21.21	0.47%	\$213,494	\$77.47	1.72%
Town of Hillsboro Beach	2,044	\$15,847,445	\$110,639	\$54.13	0.70%	\$9,100	\$4.45	0.06%	\$0	\$0.00	0.00%

**Notes By Municipality**

Westlake	<i>City Manager:</i> Includes Contracts-City Manager, Office Supplies and Dues/Licenses /Subscriptions. - <i>All Other Administration Costs:</i> Remainder of City Manager's budget, excluding
South Palm Beach	<i>City Manager:</i> Stated as Executive in budget. - <i>City Clerk &amp; Information Technology:</i> Not clearly defined in the budget.
Lake Clark Shores	<i>City Manger, City Clerk and Information Technology:</i> Not clearly defined in the budget. - <i>All Other Administration Costs:</i> Total budgeted under Administration & Clerk.
Lake Park	<i>All Other Administration Costs:</i> Includes Human Resources.
Briny Breezes	<i>City Manger, City Clerk and Information Technology:</i> Not clearly defined in the budget.
Loxahatchee Groves	<i>City Clerk:</i> Not clearly defined in the budget. - <i>Information Technology:</i> Includes Communications - <i>All Other Administration Costs:</i> Includes Boards and Committees.
Atlantis	<i>City Manger &amp; Information Technology:</i> Not clearly defined in the budget.
Tequesta	<i>All Other Administration Costs:</i> Includes Human Resources.
City of Williston	<i>All Other Administration Costs:</i> Includes City Administration, Human Resources, Purchasing, Special Events, and Library.
Town of Hillsboro Beach	<i>All Other Administration Costs:</i> No Other Administration defined in the budget.

**File Attachments for Item:**

Management Discussion

**Submitted By:** City Manager, Kenneth Cassel



# Meeting Agenda Item Coversheet

<b>MEETING DATE:</b>		08/18/2020	<b>Submitted By:</b> Ken Cassel	
<b>SUBJECT:</b> <i>This will be the name of the Item as it will appear on the Agenda</i>		Management Discussion		
<b>STAFF RECOMMENDATION:</b> (MOTION READY)		No changes now		
<b>SUMMARY and/or JUSTIFICATION:</b>		Defer any potential changes in management responsibilities until the City is more established if at all.		
<b>SELECT, if applicable</b>	<b>AGREEMENT:</b>		<b>BUDGET:</b>	
	<b>STAFF REPORT:</b>		<b>PROCLAMATION:</b>	
	<b>EXHIBIT(S):</b>		<b>OTHER:</b>	
<b>IDENTIFY EACH ATTACHMENT.</b> <i>For example, an agreement may have 2 exhibits, identify the agreement and Exhibit A and Exhibit B</i>	City Managers Memo			
<b>SELECT, if applicable</b>	<b>RESOLUTION:</b>		<b>ORDINANCE:</b>	
<b>IDENTIFY FULL RESOLUTION OR ORDINANCE TITLE</b> <i>(if Item is <u>not</u> a Resolution or Ordinance, please erase all default text from this field's textbox and leave blank) <b><u>Please keep text indented.</u></b></i>	<p style="text-align: center;">&lt;Enter Short Resolution/Ordinance Title Here&gt;</p> <p style="text-align: center;"><b>&lt;ENTER FULL RESOLUTION/ORDINANCE TITLE HERE&gt;</b></p>			
<b>FISCAL IMPACT (if any):</b>				\$



**Date:** August 11, 2020  
**To:** Mayor and Council  
**Copy:** Pam Booker, City Attorney  
**From:** Ken Cassel, City Manager  
**Subject:** Management Discussion

## Memorandum

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A professional City Manager is always looking for ways to best utilize all the assets they have at their disposal in order to provide services to residents in an efficient and effective manner. The provision of services in an effective and efficient manner benefits the residents by keeping the cost reasonable and not duplicating efforts or complicating the delivery of services.

From the beginning of the incorporation process I have been formulating various scenarios of the management and operational structure of the City and Seminole Improvement District that will provide the best outcome for the residents. Although, the setup of an Improvement District and a City having co-terminus boundaries is very different from most municipalities, it is not totally unique. Since the two independent governmental entities share the same jurisdictional space and potential overlapping areas of responsibility, care must be exercised in setting up the management and operational structures. The typical municipal management structure does not work. The management structure must be tailored to meet the needs of the individual district and municipality. This is precisely why the City Charter and the Interlocal agreement were written the way they were.

As the manager of both entities, I knew from the outset there would come a time where the workload would be more than one individual would be able to address. I do not believe we are at that point in time yet. The challenge is and has always been to formulate a plan that best utilizes the management assets available as well as the unique areas of each governmental entity for the benefit of the residents.

Looking at other jurisdictions where a District and a City share the same boundaries and the City Manager is also the District Manager, those managers have other management personnel to assist the City/District Manager in the day to day operations. Thus, leaving the Manager freedom to ensure both entities remain in their respective areas of responsibility and the efforts of both are closely coordinated minimizing any duplication of services.

Some of the other locations that have the dual manager role are Reedy Creek and Lake Buena Vista. The District Manager of Reedy Creek is the City Manager of Lake Buena Vista. The assistant District Manager for Reedy Creek is the City Manager of Bay Lake. As you may know the principal landowner is the Disney corporation.

Closer to home is Acme Improvement District and Wellington. Paul Schofield is the City Manager of Wellington and the District Manager of Acme Improvement District. I encourage each of you to contact Mr. Schofield to benefit from his experience as to how the two entities interact and how he manages both.

Since interaction and operations of the City and Seminole Improvement District are so critical to the welfare of the residents, it is necessary we have an open discussion with all the Council at the same time regarding the potential separation of management responsibilities and the loss of efficiencies in managing the two entities. Therefore, actual formal options will be presented at the meeting based upon the discussion with the Council.