



1015 Cultural Park Blvd.  
Cape Coral, FL

## **BUDGET REVIEW COMMITTEE**

<b>July 8, 2019</b>	<b>9:00 AM</b>	<b>Conference Room 220A</b>
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**1. Call to Order**

A. Chair Starnier

**2. Roll Call:**

A. Botkin, Eidson, Gruber, Jacquet-Castor, Osborn, Starnier, and  
Alternate Boller

**3. Public Input**

**4. Business**

- A. Approval of Meeting Minutes - June 10, 2019
- B. Continued Review of BRC FY2019 Presentation

**5. Public Input**

**6. Member Comment**

**7. Date and Time of Next Meeting:**

A. The next meeting of the Budget Review Committee will be held on  
Monday, July 22, 2019, at 9:00 a.m. in Conference Room 220A.

**8. Adjournment**

In accordance with the Americans with Disabilities Act and Section of 286.26, Florida Statutes, persons with disabilities needing special accommodation to participate in this meeting should contact the Office of the City Clerk at least forty-eight (48) hours prior to the meeting. If hearing impaired, telephone the Florida Relay Service Numbers, 1-800-955-8771 (TDD) or 1-800-955-8770 (v) for assistance.

If a person decides to appeal any decision made by the Board/Commission/Committee with respect to any matter considered at such meeting or hearing, he will need a record of the proceedings, and for such purpose, he may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is based.

<b>Item Number:</b>	<b>4.A.</b>
<b>Meeting Date:</b>	<b>7/8/2019</b>
<b>Item Type:</b>	<b>Business</b>

**AGENDA REQUEST FORM**  
CITY OF CAPE CORAL



**TITLE:**

Approval of Meeting Minutes - June 10, 2019

**SUMMARY:**

**ADDITIONAL INFORMATION:**

**ATTACHMENTS:**

<b>Description</b>	<b>Type</b>
▢ Meeting Minutes - June 10, 2019	Backup Material

**MINUTES OF THE REGULAR MEETING OF  
THE CAPE CORAL BUDGET REVIEW COMMITTEE**

**Monday, June 10, 2019**

**CONFERENCE ROOM 220A**

**9:00 a.m.**

Chair Starner called the meeting to order at 9:00 a.m.

**ROLL CALL:** Botkin, Eidson, Gruber, Obsorn, Starner and Alternate Member Boller were present. Committee Member Jacquet-Castor was excused. Committee Member Smith resigned as of June 6, 2019.

**ALSO PRESENT:** John Gunter, Council Liaison  
Victoria Bateman, Finance Director  
Amy L. Yearsley, Housing Coordinator

Chair Starner announced that Committee Member Smith resigned as he would be relocating outside of Cape Coral. He welcomed Alternate Committee Member Boller to the meeting and informed him that he would be a voting member at the meetings as there was now an open Committee position.

**Public Input**

None.

**BUSINESS**

**Affordable Housing – Amy Yearsley, Housing Coordinator**

Housing Coordinator Yearsley introduced herself and stated that she was invited to attend today's meeting to address the questions that the BRC compiled regarding affordable housing. She commenced the PowerPoint presentation addressing the questions posed prior to the meeting as follows:

- Affordable Housing – Budget Review Committee 6/10/2019
- Community Development Fiscal Year 2019 – Organizational Chart
- Budget – 2 Full-time equivalent employees (FTE)

Alternate Committee Member Boller inquired about the total budget and any additional funds.

Housing Coordinator Yearsley responded that the division also received General Revenue Funds and none of the funding provided to participants come from City dollars—those would be grant funded. She continued with the following slides:

- Planning Department
- Governing Boards: Citizen's Advisory Board for Community Development Block Grant (CDBG) and Affordable Housing Advisory Committee
- Housing Section Priorities – top five priorities
- Grants Managed – CDBG; SHIP; Neighborhood Stabilization Programs (NSP)
- State Housing Initiative Partnership Program (SHIP)–received \$250,000 last year

Committee Member Botkin inquired about the stabilization program grant, the income generated, and allocation of the funds.

Housing Coordinator Yearsley responded that the decision falls back on the agency that generated the fund.

Discussion held regarding carry over funds.

Housing Coordinator Yearsley continued the presentation as follows:

- Subrecipients Managed

Vice Chair Eidson inquired about the amount funded for Habitat for Humanity.

Housing Coordinator Yearsley responded that based on the last CDBG cycle, the agency was recommended about \$275,000.

Discussion held regarding:

- Ensure compliance and regulations with the housing agencies
- Overall program impact on families – 14,000 low income families per year
- SHIP Program impact – 10-12 home ownership units
- 35-40 owner occupied rehabilitation program – bigger impact of SHIP dollars
- Approximately one-third of population being assisted with the programs
- Programs funded include: housing assistance, housing rehabilitation assistance, domestic violence shelter, paratransit for seniors and disabled, utility payment assistance, childcare, services for elderly and disabled, entrepreneurship programs, etc.
- Mental health assistance
- Funding levels
- Invest in American's Veteran – funding homeless housing voucher

Chair Starnes inquired whether the City programs duplicated the welfare programs offered by Lee County.

Housing Coordinator Yearsley responded that Cape Coral and Lee County worked together and pointed out that the Lee County programs were also available in Cape

Coral. She explained the CDBG funding and how the funds were applied in Lee County and Cape Coral.

Housing Coordinator Yearsley continued with the presentation as follows:

- Affordable Housing (definition)
- 2019 Income Limits Adjusted to Family Size-Median Family Income Effective April 24, 2019 - \$67,100

Vice Chair Eidson inquired if the figures reported were specific to Cape Coral.

Housing Coordinator Yearsley responded in the affirmative.

Discussion held regarding:

- Median Family Income for family of 4 would be \$67,100
- Eligibility guidelines based on the Metropolitan Statistical Area chart
- Participation and rehabilitation services
- Assistance handled through subsidies

Housing Coordinator Yearsley continued with the following slide:

- Housing Programs

Discussion held regarding the water and sewer connection program costing approximately \$3,000 per home.

Vice Chair Eidson inquired about the funding of the hardship assessments for the water and sewer.

Finance Director Bateman mentioned that she managed the hardship assessment applications, which was part of the General Fund.

Committee Member Gruber inquired about the application process for the water and sewer connection.

Housing Coordinator Yearsley responded that applicants are thoroughly reviewed, and financial records would be analyzed to ensure that the funds are being spent properly.

Discussion held regarding qualifications for the water and sewer connection and the deferral payment program.

Housing Coordinator Yearsley continued with the discussion of the following slides:

- Housing Programs
- Quantifying the Need – Indicators – Cost Burden
- Color Indications: lightest = least cost burden; darker = higher cost burden

- Quantifying the Need: Percent of Homeowners who are Burdened 2013-2017
- Percent of Homeowners who are Severely Burdened 2013-2017
- Percent of Renters who are Burdened 2013-2017
- Percent of Renters who are Severely Burdened 2013-2017

Discussion held regarding renter's percentage in the South Cape and cost burden.

Housing Coordinator Yearsley continued with the presentation as follows:

- Percent Families in Poverty 2013-2017
- Percent Families with Single Person and Children in Poverty 2013-2017
- Quantifying the Need
- Quantifying the Need: demand of affordable rental apartment units in Cape Coral

Chair Starner inquired about the large-scale apartments on Pine Island Road.

Housing Coordinator Yearsley responded that those were the Uptown apartments. She discussed the idea of having the large-scale apartments to drive-down the rental rates and avoiding single-family intrusions.

Vice Chair Eidson inquired about how the duplexes played into the equation.

Housing Coordinator Yearsley responded that the duplexes were not considered in this study as it focused on multi-family larger developments.

Committee Member Gruber inquired about the pricing of the multi-family housing.

Discussion held regarding the funding process of the SHIP program.

Housing Coordinator Yearsley responded that the pricing was high, and she was interested in the pushdown effect as the affordable housing point of view. She continued with the following slides:

- Obligations/Law: State of Florida Fair Housing Law (Section 760.26)
- Other Questions – Duplex Permitting, Sales Pricing, and Rental Data since 2016

Vice Chair Eidson inquired about how many duplexes existed in Cape Coral.

Housing Coordinator Yearsley responded that she was unable to locate the actual number of duplexes in the Census Tract.

Discussion held regarding number of duplexes being built on main roads and challenges in accounting for the number of duplexes in Cape Coral.

Housing Coordinator Yearsley summarized with the following:

- Attainable is Reachable Initiative
- Horizon Council – Lee County Economic Development
- Resources: [www.attainableisreachable.com](http://www.attainableisreachable.com); [www.flhousing.org](http://www.flhousing.org)
- Gallery of Affordable Housing (photographs of projects)
- Single Family Home – donated lot – Sold to single mother
- Coconut Cove – 8 units senior affordable complex – LEED Platinum
- Affordable Senior Housing – 3 years waiting list in Lee County
- Coral Village Apartments – 72 units rent control/low income tax credit housing
- Single Family Home (purchase rehab)
- Single Family Home – ADA accessible home
- Single Family Home – Neighborhood Stabilization Program house
- Owner Occupied Program – wheelchair accessibility

Vice Chair Eidson voiced his concerns with the mental health crisis and the lack of identification in Florida. He mentioned that the presentation shared some insight about the affordable housing programs, funding process, and the other services and assistance. He inquired about how the BRC could impact or influence the Affordable Housing budget.

Chair Starnier reminded the Committee that they could only make recommendations. He inquired what the Committee could recommend for the department.

Housing Coordinator Yearsley responded that the City has been accommodating and supportive with the program—grant process has proven to be effective.

Discussion held regarding:

- Grant continuity vs. discretionary funds
- Qualifications criteria
- Non-profit organizations support
- Auditing process
- Tax perspectives and spending for programs

Council Liaison Gunter inquired if additional grants and/or writing initiatives would provide more assistance and if State and Federal grants were being utilized.

Housing Coordinator Yearsley responded that the department worked under a decentralized system and she handled researching grant availability for the various housing programs.

Council Liaison Gunter inquired about the question that Committee Member Smith posed as follows:

- What does the City consider the breakeven value of a residence, the value at which the tax income to the City matches the cost of City services?



Housing Coordinator Yearsley responded that this seemed to be a budget oriented question.

Discussion held regarding:

- Prior information given of \$275,000 – not sure if amount is accurate
- Housing tax burden and increasing commercial tax base to levitate the burden
- The Crossings – family tax credit project and income restrictions program
- Two types of tax credit – family and elderly

Committee Member Gruber inquired about the SHIP category not listed in the budget book.

Housing Coordinator Yearsley responded that SHIP would not be listed on the proposed budget book. She explained that the reporting was on a State fiscal year.

Finance Director Bateman explained where the item would be published and that it would be included in the budget amendment.

Housing Coordinator Yearsley explained that SHIP was a three-year grant received each year, and the City would have three years to spend. She mentioned that CDBG category would be included in the proposed budget based on knowing next year's allocation.

Council Liaison Gunter inquired about the two FTEs and if this was adequate for the department. If there were additional FTEs, would the department be able to provide additional services?

Housing Coordinator Yearsley responded that the department had four FTEs in the past. The department has managed with the two FTEs. She mentioned that if there was an influx of SHIP of \$2 million a year, then she would reconsider the need of additional FTEs. The department's State audit results were clean.

Chair Starner inquired about adding another employee to assist with the workload.

Housing Coordinator Yearsley responded that the department was covered at this time.

### **Public Input**

Tom Hayden appeared and voiced that he was part of the Cape Coral Caring Center Board. He shared information on the food pantry assistance, summer program, and the importance of the CDBG grant. In July, the Caring Center will be opening a secondary distribution point that would be open two days a week in the United Way building off of Cultural Park Boulevard. He commended Housing Coordinator Yearsley for her dedication and commitment to the community.

### **Member Comments**

Chair Starner discussed the next few months' schedule and upcoming meetings for the budget review.

### **Approval of Meeting Minutes**

Chair Starner requested that the Minutes from the last month be reviewed as they were being presented for approval.

***Committee Member Gruber moved, seconded by Committee Member Botkin, to approve the Meeting Minutes from the May 13, 2019 meeting. Voice Poll: All "ayes." Motion Carried.***

### **Member Comments - Continued**

Chair Starner mentioned that questions may develop prior to the BRC budget meetings and inquired how the questions would be forwarded to the Directors.

Finance Director Bateman responded that the questions would be filtered through the Recording Secretary.

Discussion held regarding the process of distributing the questions to the Recording Secretary and the Finance Director would distribute to the proper department.

Committee Member Gruber inquired about discussing the last year's BRC presentation.

Chair Starner requested that the Recording Secretary upload on the monitor the BRC Recommendations for the FY2019 City Manager's Proposed Budget for the Committee's review and discussion.

Committee Member Botkin provided his schedule availability in July-August.

Vice Chair Eidson discussed his visit to Arcadia, the City's streets infrastructure, and school systems.

Discussion held regarding:

- Homeowner's Tax Credit
- 2020 Revenue Increase – \$3.7-\$3.9 million
- Property value – budgeted 4% vs. actual 6.48% - \$3.1 million surplus
- Unbudgeted funds – about \$7 million
- Finance review of budget with City Manager and Directors
- Possible applications of unbudgeted funds
- Reducing millage or funding new fire station

- Millage rate; Fire Service Assessment (FSA); and Public Service Tax (PST)
- Last year's actual vs. budgeted amounts
- Last year's ad valorem tax revenue – about \$92 million
- Budgeted property value growth
- Mill rate equivalency
- Reasons why the Homeowner's Tax Credit did not pass
- Florida League of Cities campaigned against the tax credit
- Pros and cons of the Homeowner's Tax Credit

Committee Member Gruber inquired about the BRC presentation and its purpose.

Chair Starner explained the purpose and process of reviewing the City Manager's proposed budget.

Finance Director Bateman informed that the budget was from 2020-2022, a three-year projection plan. She explained the budget timeline and supplemental reviews. The City Manager's proposed budget would be released about July 15<sup>th</sup>.

Chair Starner mentioned that once the budget books become available, the Committee could pick-up a copy at the Clerk's Office and the Recording Secretary would inform when they would be ready.

Discussion held regarding joint meetings between the City Council and BRC.

Finance Director Bateman mentioned that she has provided her recommendations to the City Manager for review and consideration.

Chair Starner informed the Committee that the last year's presentation was being reviewed as a guide. The presentation slides could be revised, omitted, replaced, or it could be recreated. He stated that the Committee was qualified to provide input and recommendations. The presentation to the City Council would include a PowerPoint presentation, the Chair would lead the discussion, and Committee Members would handle certain sections of the presentation.

Council Liaison Gunter recommended that the BRC review and highlight what was proposed last year and determine which recommendations were implemented.

Chair Starner and Committee Member Gruber agreed with the suggestion.

Discussion held on how the highlighting would be handled—BRC Members would create the presentation.

Reviewal of the FY2019 BRC Recommendations presentation:

- 2019 Proposed Budget Slide #2– informational slide

- Diversified Revenue Slide #3
- Increasing of FSA from 59% to 62% – implemented
- 2% decrease in taxes – not implemented
- Proposing to increase FSA to 64% in the FY2020 budget
- Highlighting the outcome of each recommendation in last year's report
- FSA targets, policy, tiers, and allocations
- Millage paid by homeowners not exempted
- Bulk of FSA allocated to vacant properties
- PST allocated on the electric bill

Alternate Committee Member Boller inquired if there were any funds recuperated for Hurricane Irma.

Finance Director Bateman provided an update on the City's pending Federal claims related to Hurricanes Charley and Irma.

Discussion held regarding the passing of the Disaster Relief Bill by the House, and proposal to increase the City's budget for disaster relief to about \$8.5 million.

Continued review of the FY2019 BRC Recommendations presentation:

- Other Revenues Slide #4
- P3 opportunities for Sun Splash and Coral Oaks Golf Course
- Restaurant opportunities and expansion costs
- Reviewing Parks and Recreation Coral Oaks Golf Course Operations Audit
- Exploration of P3 opportunities – implemented
- Privatizing the maintenance
- Evaluation of fees – implemented
- Pursue Incentives available from Lee County EDO – implemented
- Other Revenues Continued Slide #5 – backup information for recommendations
- Based on P&R presentation – Sun Splash estimated to break-even this year
- Use of Reserves Slide #6 – generic slide
- Debt Management Slide #7 – recommendations considered
- #2 Bullet Point: cash purchases of capital equipment
- Example: Fire station, whether to pay cash or borrow funds to build
- Pros and Cons of cash purchase vs. debt service
- Process of Internal Funds lending
- Factors associated with internal lending: fair value and interest
- Example: Seven Islands
- Determining where profits would be allocated
- Seven Islands pipeline installation
- Properties owned by the City and paid assessments
- FSA limited exemptions: Non-profits and Churches not exempted

- Economic Development Slide #8– recommendations considered
- Commercial properties generate revenue from sales taxes and licensing
- 80/20 Goal; implementing new brick and mortar to increase the 20%
- Expressing goals in dollar results
- Economic Development, Cont'd Slide #9 – not implemented
- Council for Progress considered as the Advisory Board for the EDO
- Recommendation to create Economic Development Advisory Board – no longer required as a recommendation
- BRC Member(s) attending the Council for Progress (CFP) meetings

Finance Director Bateman left at 11:00 a.m.

***Vice Chair Eidson moved, seconded by Committee Member Botkin, that the BRC designate a person to go to the “Council for Progress” meetings to represent the BRC and report back information from the meetings.***

Discussion held regarding:

- Integration of the Council for Progress (CFP) with economic development
- CFP forum and meetings structure
- Headed by Joe Mazurkiewicz, a former City of Cape Coral Mayor
- Second Friday of each month at 7:00 a.m. in Chester Street Resource Center
- Attendees: developers, realtors, government officials, and local businesses
- Purpose: foster partnerships with city, community and business leaders to achieve economic development climate
- Presentations from different speakers
- Economic Development Manager Noguera presentation at the CFP
- BRC should participate in the CFP for informational purpose

Committee Member Botkin inquired how the CFP reports and meetings would impact the City's budget.

Discussion held regarding:

- BRC purpose to review and discuss the budget
- Benefits of attending the CFP would be for information gathering and presence
- Committee authorizing the representation of the BRC at the CFP meetings
- BRC authority to make recommendations only

***Both motion maker and second agreed to amend the motion that the BRC designate a person or persons to represent the BRC at the “Council for Progress” meetings and report back information from the meetings to the BRC.***

***Voice Poll: All “ayes.” Motion Carried.***

Discussion held regarding the assignment of two Committee Members to attend the CFP meetings.

***Committee Member Gruber moved, seconded by Committee Member Botkin, to designate Vice Chair Eidson and Chair Starner to attend the “Council for Progress” meetings.***

Discussion held regarding amending motion to state “subject to change.”

***Both motion maker and second agreed to amend the motion to designate Vice Chair Eidson and Chair Starner to attend the “Council for Progress” meetings, subject to change. Voice Poll: All “ayes.” Motion Carried.***

Continued review of the FY2019 BRC Recommendations presentation:

- Code Enforcement Slide #10 – considered but not implemented as suggested
- Suggestion of cultural change vs. additional staff
- #1 Bullet Point: Proactive-Reactive ratios
- Policy concerns and challenges
- Boat allowance on properties
- Pending Land Use Changes outcome in August
- Reactive vs. Proactive response

Council Liaison Gunter reminded the BRC that the purpose of the Committee was to make recommendations and not set policies—BRC is a dollar and cents committee. He suggested to focus on recommending if more FTEs would increase the ratio.

Discussion continued regarding:

- Order of how Staff address violations or issues based on assigned daily jobs
- Publication of Proactive-Reactive ratios in strategic plan or proposed budget
- Citizen’s Academy information and department presentation
- New electronic system
- Perceptions on laws and regulations
- #1 Bullet Point: discussion about new programs to address recommendation

Chair Starner inquired about how many more slides were in the presentation.

Recording Secretary Castillo informed that there were 13 slides in total and the last slide reviewed was number 10.

Continued review of the FY2019 BRC Recommendations presentation:

- Human Resources Slide #11
- #1 Bullet Point: Hiring a professional volunteer coordinator – not hiring
- #2 Bullet Point: Policy of establishing employment levels – continue efforts
- #3 Bullet Point: Eliminate unneeded funded vacant positions – continue efforts

- Budget designations for FTEs
- Funded vs. filled vacant positions

Chair Starner announced that the last two slides (#12 and #13) pertaining to the Charter Schools would be discussed at the next meeting.

Committee Member Botkin reminded the Committee that he will not be available from July 29<sup>th</sup> through August 4<sup>th</sup>.

### **Date and Time of Next Meeting**

The next meeting will be held on Monday, July 8, 2019, at 9:00 a.m. in Conference Room 220A.

### **Adjournment**

There being no further business, the meeting was adjourned at 11:26 a.m.

Submitted by,

Betty Castillo  
Recording Secretary

<b>Item Number:</b>	<b>4.B.</b>
<b>Meeting Date:</b>	<b>7/8/2019</b>
<b>Item Type:</b>	<b>Business</b>

**AGENDA REQUEST FORM**  
CITY OF CAPE CORAL



**TITLE:**

Continued Review of BRC FY2019 Presentation

**SUMMARY:**

**ADDITIONAL INFORMATION:**

**ATTACHMENTS:**

<b>Description</b>	<b>Type</b>
▣ BRC FY2019 Presentation	Backup Material



**Budget Review Committee Recommendations  
for the FY 2019  
City Manager's Proposed Budget**

**Budget Review Committee Members:**

**George Starner, Chair  
Michael Botkin  
Jerry Doviak  
Gary Eidson**

**Harvey Wolfson, Vice-Chair  
Beatrice Jacquet-Castor  
Bill Osborn  
Gene Smith (Alternate)**

**Council Liaison:  
Councilmember John Gunter**

# 2019 Proposed Budget

- The Budget Review Committee supports the concept of the City Manager's three year rolling budget projections, recognizing that the actual budget is for a one year period.

# Diversified Revenue

- We support the City Manager's recommended millage rate of 6.75 producing an 8.5% increase in Ad Valorem taxes due to an increase in property values.
- We support increasing the FSA from 59% to 62% resulting in a 2% decrease in taxes due to the Appraiser's lower values for certain types of homes.
- We support leaving the PST at 7% resulting in no increase or decrease of revenue.

# Other Revenues

- Explore the opportunity to convert Sun Splash and Coral Oaks Golf Course to public private partnerships (P3) similar to the Boathouse Restaurant at the Yacht Club.
- Evaluate all fees and adjust so that they are competitive to maximize usage (Slip rental/boat ramps, Parks, Recreation programs, and Building permits, etc.).
- Pursue incentives available from Lee County Economic Development Office.

# Other Revenues Continued

- The Public Private Partnership (P3) with the Boat House produced revenue of \$240,220 through July and the 2018 total is expected to be \$277,134. 2019, 2020 and 2021 projections are \$251,318, \$251,318 and \$222,181 for a four year total of \$1,001,951.
- The subsidy for the Golf course for the last 2 years was \$1,537,690. The subsidy for the next three years is projected to be \$1,325,495. Five year total subsidy = **(\$2,863,185).**
- The subsidy for Sun Splash for the last two years was \$1,235,338. The subsidy for the next three years is projected to be \$1,092,940. Five year total subsidy = **(\$2,328,278).**
- The Golf Course and Sun Splash are important to the quality of life in Cape Coral. However, they are a financial drag tying up funds that could be used where we have shortages. P3 partnerships could not only eliminate the subsidies but add revenue as demonstrated here.

# Use of Reserves

- Committee endorses maintaining Undesignated Reserves at a minimum of two months operating expenditures and when possible, increase this to three months.
- This will increase the probability of maintaining or enhancing our existing investment grade bond ratings from the rating services.

# Debt Management

- Continue to refinance older debt at lower interest rates.
- Encourage cash purchases of capital equipment.
- Seek opportunities to borrow funds internally.
- Discontinue investments in municipal bonds due to lower yields and tax benefits that are of little or no value to the City.

# Economic Development

- The BRC recommends that the goals should be stated in terms of dollars (i.e. the taxable value of new brick and mortar commercial construction).
- Businesses currently pay 8% of the Ad Valorem taxes or about \$7.4mm.
- We think a goal of 20% or \$18.5mm could be reached with increased EDO staffing and monetary incentives for businesses to locate to Cape Coral.
- Funding could come from the savings of converting the Coral Oaks Golf Course and Sun Splash to public private partnerships.
- Career oriented businesses should be targeted; for example light manufacturing, call centers, medical/research companies, branch campuses of Florida colleges.



# Economic Development, Cont'd.

- The BRC recommends the creation of an Economic Development Advisory Board to act as a resource for the EDO. This could be similar to the BRC, the school board, Audit Committee, golf course, etc. A fresh set of eyes and ideas never hurts.

# Code Enforcement

- As a quality of life issue we believe the staffing and technology spending should be increased to improve the Proactive-Reactive ratio to 70% - 30% from its current 42% - 58%.
- Funding could come from P3 partnerships as identified on slide 5.

# Human Resources

- We recommend the hiring of a professional volunteer coordinator to oversee all volunteer recruiting and placement city wide.
- The City Manager should continue to have a policy of establishing employment levels based on today's departmental needs and using contract employees for temporary increased workloads.
- Eliminate unneeded funded vacant positions.
- Continue the efforts for shared services with other government entities such as Lee County, Florida State Government and the surrounding cities and municipalities.

# Charter Schools

- We support the ongoing studies to determine the economic feasibility of the City supporting the Charter Schools and look forward to the City Managers report on Best Practices due in January, 2019.
- We recommend exploring the idea of repurposing the High School (projected deficit = \$790,244) for use as an Elementary and or Middle School.

# Charter School, Page 2

- Oasis HS is underutilized by 51 students which represents lost revenue of approximately \$330,000. Filling those seats with elementary and middle school students would restore that revenue.
- The current waiting list for elementary and middle schools is 260 students. (260 X \$7038 = \$1,829,880)
- We don't make this recommendation lightly. We understand that the academic performance at the high school is something of which the community should be proud. However annual deficits of over **(\$700,000)** are unsustainable.