

## FINANCIAL REVIEW BOARD – SPECIAL MEETING MINUTES

**NOVEMBER 9, 2010**

CITY MANAGER'S CONFERENCE ROOM  
100 NW 1<sup>ST</sup> AVENUE, DELRAY BEACH, FL.

### **Item 1. Call to Order**

The Chairman of the Board, Mr. Howard Ellingsworth called the meeting to order at 4:10 p.m.

### **Item 2. Roll call**

**MEMBERS PRESENT:**

Howard Ellingsworth, Chairman  
Todd L'Herrou, Vice Chairman  
Christina Morrison Pearce  
Yvonne Walker  
Rosalie Blood  
Luise Piane  
Cheryl Shaffner (Alternate)

**MEMBERS ABSENT:**

Barbara Trevino Chester  
Harvey Starin, Alternate

**STAFF & GUESTS PRESENT:**

Barbara J. Flynn, Finance  
Danielle Connor, Acting Fire Chief  
Russell Accardi, Battalion Chief, Fire  
David Harden, City Manager  
Woodie McDuffie, Mayor  
Leonard Matarese, ICMA

### **Item 3. Approval of Agenda**

Mr. Ellingsworth asked for approval of the November 9, 2010 agenda. Mr. Ellingsworth suggested to table item #4 – Approval of minutes for October 19, 2010. Ms. Pearce moved for approval of revised agenda. Seconded by Ms. Blood. Said motion passed unanimously.

### **Item 4. Approval of Minutes** – Item tabled.

### **Item 5. Public Comment** - None

(Handouts were provided in advance)

- 1.) ICMA Consulting Services "Proposal for Comprehensive Analysis of Fire Services".
- 2.) Mr. Harden's overview "Ask Your Police and Fire Chief the Right Questions – To Get the Right Answers".

### **Item 6. Open Issues**

**a.) Meeting Discussion:**

Mr. Harden, City Manager stated ICMA was here to give us some advice towards saving money and providing a better level of service as far as fire protection. Mr. Matarese introduced himself as the Director of Research and Project Development for the ICMA Center of Public Safety Management. The Fire analysis if approved will be an add-on to the current analysis of the Police Department, which by combining the studies will provide a significant cost savings. His company crafts solutions for communities to allow them to conserve resources and in some cases even to avoid bankruptcy. There is a question as to whether the way we deliver Police and Fire services is sustainable in the future. Employees' salaries have risen, and with the Fair Labor Standards Act the guidelines have changed to their benefit as well. ICMA tries to identify ways cities can continue to provide high levels of service with some possible changes in staffing, deployment and approach.

Mr. Ellingsworth asked if the efficiency analysis solves the issue (budget shortfalls) or will ICMA be looking into the defined benefit plans. Mr. Matarese stated this has to be negotiated at the local level so it is not in the scope of their analysis. What they can help with is for us to understand operational approaches and to design systems that meet the needs of the community which are affordable. They perform a comprehensive data analysis and with best practices expertise they can bring alternatives to the table.

Mr. Matarese explained the process they use. Initially they complete the data analysis including workload and demand, and share the information with the Fire Department to ensure everyone agrees on the accuracy. Current policies and procedures are reviewed. They may come back with things for the Fire Department to consider in terms of staff structure and the amount of apparatus. They mathematically analyze (using one year of activities as a model) if we are over equipped or over staffed. Recommendations are made that should have no negative effect on the service the department is able to provide, and save costs.

Mr. L'Herrou asked, considering we are in an area subject to hurricanes and considering the impact on surrounding cities that would normally provide mutual aid in the event of a hurricane, would a one year base model be appropriate. Mr. Matarese explained that other than the "events", call for service levels generally stay fairly constant. You cannot staff all year-round for hurricanes. Reserves would be called in; staff would work overtime to mitigate. They do some testing looking back a few years to see if there are dramatic calls for service and that may change the approach. There is always an incremental increase in EMS service to account for.

Mr. L'Herrou stated the document refers mainly to fire services and asked if EMS services are also analyzed. Mr. Matarese stated they break down all of fire services including EMS in detail. The fire departments are mainly medical departments.

Ms. Walker asked if performance indicators are provided. Mr. Matarese stated there will be graphs that identify response times at different hours of the day or times of year. They use a CAD (Computer-Aided Design) system to extract raw data. The trained research team can filter this data for even more accurate information. Ms. Walker asked if bench marking is used. Mr. Matarese stated the bench marking is more internal; the City needs to decide what the standards are, what we can afford and what goals do we want to meet.

Ms. Pearce stated technology has changed so drastically and we spend a great deal of money on technology here at the City, yet the staffing has not been reduced. Mr. Matarese stated they are looking into compressor phone systems and fire suppression which is a way to dramatically increase the "knock-down" capabilities of first response, impacting staffing and the type of equipment purchased. There is new technology being used successfully currently in Europe that has not been adopted here. We have been successful however in reducing the number of fires with the help of the Code Enforcement Officers, for example.

Ms. Walker asked if they provide information on alternative service delivery approaches. Mr. Matarese stated many municipalities are going to private companies for the EMS services. They do mapping to show what usually happens at different times of the day, and strategically position personnel in those areas prepared and proactive to calls rather than having station bound personnel.

Ms. Pearce asked about the cost increase in the proposal from September to October. Mr. Matarese explained the City Manager had asked them to expand the scope of the analysis.

Mr. Ellingsworth wanted to make sure that certain recommendations from the results of the analysis get put into effect, and asked how that is handled. Mr. Matarese stated the information is reported to the City Commission and to the City Manager. Mr. Ellingsworth stated the EMS services may benefit from having a county-wide initiative and it was agreed that is usually beneficial.

Another point that the analysis may show, is the benefit to having firefighters go out and identify trip and fall hazards in the elderly resident's homes, reducing calls as well as protecting the health of the elderly citizens. The work analysis will be by station by station and by individual pieces of apparatus.

Mr. Harden stated what he would like to do is present the proposal for the analysis to the City Commission next week (Tuesday 11/16/10) hopefully with the endorsement of the Financial Review Board.

Mr. Matarese stated for the record that Mr. James, the brother of Fire Chief David James will be secluded from this analysis so there is no conflict of interest.

Mayor McDuffie stated he would like to have the cost savings identified and recommendations for the actions that need to be taken to achieve these savings. Also he requested a depiction of the level of service we have now compared to the level of service we will have with the modifications. Mr. Matarese stated that usually the level of service will manage to stay the same, less impact in service than most expect.

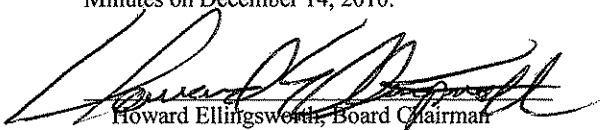
Ms. Pearce asked Mr. Harden if the cost increase of \$11,500 was alarming to him and he stated it was expected. She stated the track record of the company was very good and thought the City Manager did a good job in choosing this company. Mr. Harden stated they have a broader perspective of anyone else doing this work and the data will allow them to go to the public and state they can make these changes without the public being in danger. The report should be finished by the end of April if started in January.

Ms. Pearce motioned to endorse the ICMA's revised proposal for 35,000 plus 4,500 for the Fire Analysis. Seconded by Ms. Blood. Said motion passed unanimously.

### **Item 7. - Adjournment**

Ms. Pearce motioned to adjourn the meeting seconded by Ms. Blood. Said motion passed unanimously. The meeting adjourned at approximately 5:00 p.m.

The undersigned is the Chairman of the Financial Review Board. The information provided herein are the Minutes of the City of Delray Beach Financial Review Board Special Meeting of November 9, 2010. The Financial Review Board formally approved these Minutes on December 14, 2010.



Howard Ellingsworth, Board Chairman