

Minutes

Audio Tape No. 679

The City Council of the City of Leawood, Kansas, met for a Joint Governing Body/Budget & Finance Committee Work Session at City Hall, 4800 Town Center Drive, at 5:30 P.M., on Monday, June 25, 2007. Mayor Peggy Dunn presided.

Councilmembers present: Debra Filla, Scott Gulledege, Jim Rawlings, Lou Rasmussen, Gary Bussing, Gregory Peppes, James Azeltine, and Mike Gill.

Mayor/Councilmembers absent: None.

Staff present:

Scott Lambers, City Administrator
Kathy Rogers, Finance Director
Ben Florance, Fire Chief
Joe Johnson, Public Works Director
Mark Andrasik, IS Director
Deb Harper, City Clerk

Patty Bennett, City Attorney
Kathy Byard, Budget Coordinator
John Meier, Police Chief
Chris Claxton, Parks & Recreation Director
Colleen Brown, Human Resources Director
Christy Wise, Deputy City Clerk

Budget & Finance Committee members present:

Mark Meierhoffer
Scott Picker
Greg Bussing
Michael Clark

Others Present:

Laura Uhlmansiek, *Kansas City Star* reporter

Welcome by the Mayor

Mayor Dunn called the meeting to order 5:50 P.M. She welcomed Councilmembers, Committee members, and Staff to the Budget Session. Introductions were made by those present.

Opening Remarks

Finance Director Kathy Rogers announced that following six decades of fabulous growth, year 2008 will represent the City of Leawood's 60th Anniversary. In honor of this milestone, she presented a music video featuring budget data and Leawood history. The video was directed and produced by City Attorney Patty Bennett and covered the budget overview as well as the Administration, Fire, and Police Departments.

Councilmember Peppes arrived at 6:05 P.M.

Overview

Referring to Tab 14, page 5 of the 2008 Annual Budget PowerPoint presentation, Mayor Dunn confirmed with Ms. Rogers that the statement, "The average Leawood residence pays approximately \$1,200 per year in property taxes," is based upon the average home value of \$440,000.

Ms. Rogers informed Councilmember Azeltine that the decrease in grant revenue [page 3] is due to the completion of SMAC [Stormwater Management Advisory Council] projects.

Noting that the estimated population for 2008 is 32,000, Michael Clark inquired about projections at the time of total residential build-out. City Administrator stated the figure will reach approximately 40,000-42,000 between years 2025-2028. Commercial development is expected to continue for decades, especially along the 135th Street Corridor, as dictated by the market.

Greg Bussing asked why the sales tax revenue assumptions on the Strategic Planning Model were not reflective of the general inflation increases that are seen with salary and contractual expenditures. Mr. Lambers informed that this revenue source is not greatly affected by inflation but relies upon additional retail that did not previously exist. Inflation will become a much better measurement once total build-out occurs. Ms. Rogers added that Internet sales are a growing trend and it is yet to be decided whether cities can capture revenue from this source.

To Mr. Bussing's comment that the revenue projections seem rather pessimistic, Mr. Lambers informed that all city managers of northeast Johnson County are scaling back the growth assumptions for sales tax because of the increase in online shopping. The Leawood assumption of 3% is indicative of the last five years and falls within the average projection of 2.5%-3.25%. Mayor Dunn noted that page 2 lists sales & use tax at 28% of budgeted revenue by source.

Mr. Lambers stated the 3% dollar increase in revenue is compounded for each year. Although forecasting is on the conservative side, projected mill levy increases have been avoided because of the revenue and despite considerable expenses within the capital improvement budget. Building permit activity has also been a growing source of revenue, representing over 2 mills; however, this will eventually halt and will need to be recovered.

Ms. Rogers suggested that Mr. Bussing review the Financial Report of March 2007, which includes a 10-year history of sales & use tax revenue.

Mr. Lambers advised Mark Meierhoffer that the integration of Transportation Development District [TDD] debt does not equate to general obligation debt. There is a 30% combined threshold with TDD debt shown separately. Although the City treats TDDs as direct debt, Moody's Rating Agency does not and will use a discounting formula in determining the bond rating. Ms. Rogers furthered that the debt service goal is set at 20% with a 25% threshold. Including the TDD debt, only years 2009 and 2010 reveal projections slightly above 20%.

Other than acknowledging that the debt exists, Moody's has not made a formal policy determination regarding TDDs at this time. The accelerated residential street program and the recently added \$5 million storm sewer program can be scaled back to a lower level if needed.

Mr. Lambers verified for Mr. Meierhoffer that the street program will not be reduced in order to keep the Community Center within the Capital Improvement Program [C.I.P.]. Currently, the proposed facility is not included in financial forecasting as the issuance of bonds must be voter approved. Financing options may include property and sales taxes.

Mayor Dunn reported reviewing the sales tax history portion of the budget document while attending a Leawood Chamber of Commerce Board meeting [Tab 3, page 12]. Without any City sales tax, the current City mill levy at approximately 24 would have to increase by 7.22 mills. Without any City or County sales & use tax, the City mill levy would have to increase by 16.99 mills. These facts significantly illustrate the benefits that a diverse tax base provides to residential property owners. Additionally, Kevin Jeffries, President and CEO of the Chamber of Commerce, estimated that 40% of tax revenue is garnered from commercial property taxes and sales & use taxes.

Mayor Dunn also pointed out that Leawood will use local option sales tax revenue for the construction of the Justice Center. The fact that bonds will not be issued for the new facility will save even more money for the residents.

Administration

Councilmember Gill complimented IS Director Mark Andrasik for the incredible improvements made to the City's website as well as for the EDEN software upgrades. He encouraged continued aggressive interactivity through the website.

Mr. Andrasik informed Councilmember Filla that there are now 7-8 homeowners associations [HOAs] linked to the City website. She suggested reminding unlinked associations that the service is available as posting the guidelines and contact information is very helpful in terms of the new building permit process.

Mayor Dunn confirmed with Mr. Andrasik that full implementation of the EDEN software will provide better overtime tracking. The current percentage of overtime used by department figures is tracked by a combination of the paycard system and EDEN Payroll Module.

In comparing the new Community Development Department to the previous year's budget, Mr. Lambers informed Councilmember Azeltine that changing cost elements include an increased salary for the CD Director and the addition of an Administrative Assistant. The listed \$87,200 increase will cover the added expenses. Councilmember Filla complimented Mr. Lambers on the reorganized department approach.

In terms of other new positions, Mr. Lambers stated a Senior Accountant will be added to the Finance Department to aid with monitoring the technicalities of administrating the numerous upcoming bonds, particularly those associated with TDDs. With the new TDD policy requiring the services of a third-party trustee, the position will serve as an informational point person for payment tracking. The City has not implemented the ability to charge a fee through the bonds to cover direct costs; however, a proposal to consider such a fee will be presented following a review of what the new position will entail.

Mr. Lambers informed Councilmember Azeltine that approximately half of the \$100,000 increase in the Finance Department [page 6 of the Administration PowerPoint] will go towards the new position. Ms. Rogers stated George K. Baum & Company, the City's financial advisors, currently handle individual parcel assessments; however, an astronomical growth in this area is expected in the near future. As an example, Mr. Lambers stated each condominium unit within the Park Place Development will require a special assessment. The developer will maintain responsibility for the assessments of unsold units. The new position is expected to begin in March or April of 2008.

Regarding the issue of data privacy and the protection of personal information, Mr. Andrasik advised Councilmember Gill that VeriSign, which uses server gaited cryptography, is utilized for credit card transactions over the Internet. The City does not house credit card numbers following bank authorization. The Firewall software by Cisco and the implementation of SSH Encryption are used to guard against computer hackers. Network vulnerability assessments are performed in order to address needed issues. Additionally, an employee has taken an ethical hacking class to assess whether the City's security measures can be broken. He informed that encryption only occurs for certain data. Mr. Andrasik pointed out that there is also a social aspect associated with hacking as an employee could unknowingly give out password information over the phone to a hacker posing as a member of the IS Department.

To Councilmember Gill's inquiry, Mr. Andrasik stated if an employee's laptop computer is stolen, Windows Vista containing Bitlocker has the ability to encrypt most information. It is planned to implement Vista with Windows Office 2007 in order to take advantage of the additional securities. The majority of data accessed by the laptops housed in police vehicles resides on the server rather than on the actual hard drive.

Ms. Rogers informed that the City voluntarily went through payment compliance steps with MasterCard, which resulted in having a confidentiality agreement for all employees. The agreement pertains to the employees' responsibilities regarding use of data and the ramifications of noncompliance. Mr. Lambers stated it is clearly understood that there is zero tolerance for carelessness in this area.

Mr. Andrasik advised Mr. Bussing that a full system back-up is performed nightly at all City facilities. The tapes are taken to a safety deposit box on a weekly basis.

Human Resources Director Colleen Browne confirmed for Mayor Dunn that healthcare service bids will be taken in 2008. The predicted 11% increase is based upon a three-year snapshot taken by trendsetters and is related to employee health issues. She stated confidence that the trend will decline over the next four months. Prescriptions costs currently make up 25% of overall costs, which is generally a 12-15% cost on the experience rating. Ms. Browne reviewed that last year was the first increase in three years at just under 10%. Consultants from CBIZ have informed that the current experience rating is at 96% while last year's figure was 71%. She explained that the experience rating is based upon medical and pharmacy premiums in comparison to actual cost incursions.

Mr. Andrasik verified for Councilmember Bussing that Iron Mountain has not been evaluated in terms of back-up procedures. Back-up for the EDEN system is actually done through EDEN. In a similar vein, EDEN also offers a nightly back-up, which is currently an expensive option. The issue of transferring data to the Internet at a higher rate of speed will also need to be addressed.

Police Department – Chief John Meier

Calling attention to the second performance measure listed on page 9 of the Police Department PowerPoint presentation, "More than 1,000 citations per traffic officer," Mayor Dunn suggested a different wording. Mr. Lambers noted that 76% of citations are issued to non-Leawood residents.

Chief Meier explained the fluctuations in administration expenditures for Councilmember Gullledge [Tab 7, page 51]. The \$7 million 2006 actual included the purchase of land for the Justice Center. There is \$1.3 million in the 2007 Budget with \$3.2 million listed as the 2007 estimate. The increase was caused by the transference of County sales tax revenue from the General Fund for the Justice Center building. The 2008 Budget figure of \$2.5 million would reduce to \$1.4 million without the transfer.

Councilmember Gill confirmed with Chief Meier that the City continues to share funding for School Resource Officers [SROs] with the school districts. He then commented on the outstanding accomplishment of total average miles placed upon patrol vehicles, which was previously published in *The Kansas City Star* to be approximately 40,000 miles with the next city coming in near the low 30,000 mile mark.

Regarding the police security fees listed on page 51, Chief Meier informed Councilmember Gill that certain banks contract with the City to hire off-duty police officers. Due to workman's compensation issues, the City pays the overtime and is reimbursed by the contracting party. The officers are covered by insurance as if they were on duty. Chief Meier stated the process allows the officer to take law enforcement action if necessary.

Mr. Lambers assured Councilmember Gullledge that the City's insurance company is aware of the circumstances. The City of Overland Park practices the same type of arrangement with their police officers. The contracting bank and the City would share joint liability against a claim.

Chief Meier advised Mayor Dunn that officers employed as weekend security at the AMC Theater are not on the City payroll. During this time, they are totally employed by and receive 1099s from AMC. The officers can use their weapons in a felony situation if needed or call upon an on-duty officer for a less significant occurrence.

Ms. Browne reported that restrictions have been set in place limiting the jurisdictions where off-duty Leawood officers can work. They can now work only at establishments in either Leawood or close to the City parameters. Chief Meier stated there are no police officers working off-duty outside of the City of Leawood.

Councilmember Gulledge asked if the 1099 arrangement could be made with the other entities. Chief Meier stated he is not opposed to doing away with the contracts; however, the banks are not comfortable with hiring a security company, thus we provide a service to them with quality police officers.

Following further discussion regarding liability, it was decided that the issue merits further evaluation.

Councilmember Bussing asked if the current communications system is sufficient in allowing the Police and Fire Departments to inter-operate in the instance of a significant emergency. Chief Meier stated this goal is close to being achieved. In addition to purchasing some of the City's bandwidth, Sprint-Nextel is providing the City with new public safety radio equipment that can be upgraded to a P25 radio. The radio will provide the ability to intercommunicate with not only the Leawood Fire Department, but all public safety entities throughout Johnson County as it will allow connection with 700 and 800 meg radio systems. Negotiations with Sprint are currently underway.

Councilmember Rasmussen recalled that a past Governing Body goal was to achieve 1.5 officers per 1,000 citizens. Although the budget document lists staffing at 1.9 officers, Chief Meier confirmed that this number does not reflect the actual staffing level. The department is currently down three officers with four undergoing academy training. Mr. Lambers reviewed that a full strength police force was obtained over a multi-year program following a murder that took place at a Leawood pool. Further evaluation produced a Governing Body decision to raise staffing even more, which is the current level. Once the now authorized positions are filled and not subject to field training, another analysis will take place after a six-month period to determine the number of net officers per shift. The main concern is how many patrol officers are expected to be on the street 95% of the time in any given shift.

Councilmember Rasmussen asked if the new radio systems will function properly in newer structures that are being built in the City, such as the garages within the Park Place Development. Chief Meier stated the garages will be the testing point for efficacy of the frequency levels.

Chief Meier confirmed for Mr. Meierhoffer that there has been a decreased in the number of schools participating in the DARE Program. The Shawnee Mission School District and the parochial schools are still involved with the program, but the Blue Valley School District is not. Mayor Dunn stated Blue Valley dropped DARE 3-4 years ago as they felt the program wasn't working. There has continued to be some SRO-like presence in the schools.

Councilmember Azeltine verified with Chief Meier that off-duty police officers are restricted from working outside of the City by policy. Any off-duty jobs must be approved by Chief Meier. There are enough businesses and activities within Leawood to fully utilize this resource.

Mayor Dunn recalled previous discussion related to tracking overtime hours to ensure that officers weren't exhausted if needed for an emergency. Chief Meier stated, also by policy, no more than 20 hours of overtime or assigned duty is allowed per week.

To Councilmember Gulledge's question regarding recruiting officers, Chief Meier stated every law enforcement agency in the country is having difficulty in this area at this time. Retaining officers has not been an issue.

Mr. Meierhoffer said the mere fact that Chief Meier approves the off-duty assignments could include the City in possible liability issues. Mayor Dunn stated the matter should be reviewed.

Mr. Lambers discussed the proposal to use contractual services for school crossing guards. With the current process, a police officer must fill-in for this duty if the volunteers do not show up. A contract will guarantee coverage and prevent the unexpected depletion of police force on the street. Chief Meier informed Mayor Dunn that there is a company that provides this service for Shawnee, Olathe, and the Kansas City school districts.

Councilmember Rasmussen stated a negative to contracting for this service could be an increase in speeding incidences as the presence of police officers at the schools is preventative in this respect. He predicted there will be a 10% increase in speeding.

Chief Meier advised Councilmember Bussing that the officer used for this duty is normally the District Officer covering the area of the school location. It is usually unknown that the volunteer is absent until a parent calls in to inform that there is no guard. Councilmember Rasmussen commented that Animal Control Officers are also effective in slowing traffic while performing this duty.

Mayor Dunn verified with Chief Meier that the contracting agency will provide a substitute if the scheduled guard is not present.

Chief Meier informed Councilmember Azeltine that officers who direct traffic at the Church of the Resurrection on Sundays are also off-duty.

Mr. Meierhoffer asked if police officers are supplied with appropriate weapons considering a recent situation in which the Kansas City, Missouri Police Department were inadequately armed. Chief Meier assured that patrol vehicles carry assault rifles and relayed that the KCPD officers were very appreciative of Leawood's attendance and assistance in lending the needed weapons during the shooting event at the Ward Parkway Shopping Center. The Leawood Police Department supplies officers with assault rifles, whereas KCMO officers must pay for the weapons out-of-pocket if they wish to carry them. Leawood officers also began carrying taser guns this year, which have worked very well with no adverse issues.

Mayor Dunn personally thanked Chief Meier for counseling his officers on the subject of high-speed chases. He affirmed that there are written guidelines concerning the issue.

Fire Department – Chief Ben Florance

Referring to the new Fire Prevention Specialist position on page 7 of the Fire Department PowerPoint presentation, Chief Florance advised Mayor Dunn that hiring from within is desirable as there are some individuals with most, if not all, of the required certifications.

Mr. Bussing and Chief Florance discussed the moderate fluctuations in citizens per firefighter figures listed on the Strategic Planning Model [Tab 14].

Mr. Lambers explained for Councilmember Rasmussen that the purchase of an ATV [All Terrain Vehicle] will aid in rescue efforts involving rough terrain. Chief Florance informed of a recent incident in which a vehicle tipped over at IRONHORSE Golf Course and required the assistance of Overland Park. The new purchase will include a Stokes basket to carry patients and will be utilized on the trails, parks, and golf course.

Councilmember Rasmussen inquired about plans to gain access to vehicular fires in garage structures. Chief Florance stated there will be dry standpipe systems in the garages with hand-flicking of the lines required. Leawood firefighters have attended a number of fires at the Sprint parking garage using this process.

To Councilmember Gill's question regarding recruiting and retaining firefighters, Chief Florance reported no difficulty with finding qualified applicants; however, keeping the firefighters in the City is an issue and is related to the fact that Leawood is now on the bottom of the pay scale when compared to many other departments. Chief Florance expressed his desire to prevent turnovers as a lot of time and taxpayer dollars are expended during the interview and hiring process. The first year of training and certification is an approximate \$27,000 cost.

Councilmember Gill stated he would like to assess the pros and cons of bringing Leawood back to the midpoint salary range. He conveyed that he has received correspondence on the issue over the past year and feels that it merits further review. Chief Florance stated the City needs to be competitive within the Johnson County market.

Chief Florance reviewed the turnover rate of the past few years. One firefighter has been lost so far this year, excluding a firefighter that was deployed to Iraq; one was lost in 2006; and nine were lost in 2005, including two retirements. Year 2008 has the possibility of six retirements with replacements bringing the number of firefighters with less than six years experience up to almost 40%, which will relate to maintaining service levels. Current and past employees have been very well trained, hence it is dispiriting to see them leave and go to another department.

Ms. Browne informed Councilmember Gulledge that market study salary surveys are performed on a monthly basis against metro-area cities as well as cities across the United States of similar economic demographics. The situation within the Fire Department has been well identified.

Mr. Lambers stated top-end salaries were raised two years ago. The City of Leawood also offers a lump sum payment to employees when they reach the top of their pay range. The Kansas City, Missouri Fire Department went through a process of creating a series of step increases with narrow ranges upon demands of the Fire Union. They are now complaining that a readjustment is needed as many have reached the top range and are not eligible for further raises. Bringing Leawood back into the competitive market will be an ongoing process.

Because of the physical and mental toll firefighters undergo, Chief Florance informed Councilmember Rasmussen that firefighters have the option to retire at age 50 with 25 years of service or age 55 with 20 years of service. Of the possible six retirements, there are two confirmed for 2008 and are firefighters who are in their mid-50's. He added that additional benefits offered by other cities, such as tuition reimbursement, also have a luring effect. The buying back of a portion of sick leave at the end of the year or upon retirement is also offered by some departments. This benefit serves as an incentive not to use the leave and, in turn, decreases the need for overtime.

Chief Florance advised Mayor Dunn that the City will be reimbursed by the federal government for deploying three of our firefighters to aid with disaster relief efforts in Greensburg, Kansas; however, the reimbursement will take some time to receive as the paperwork is a lengthy process. Councilmember Gulledge and Mayor Dunn discussed the fact that the state approved \$32 million worth of funding for Greensburg until federal funding begins.

Councilmember Bussing asked if there is a comfort level regarding sufficient succession planning for senior positions in the Fire Department. Chief Florance stated this issue is also of concern as there are currently three fire chief positions open in Johnson and Wyandotte counties that may be of interest to members of the Leawood Fire Department. Mr. Lambers introduced the idea of creating a position below a chief officer during the budget planning process, to which Chief Florance stated he suggested promoting three existing firefighters to lieutenant positions. Although the Fire Prevention Specialist position was funded in the budget, the approximate \$20,000 cost for the promotions was not. He explained there is a company officer on every truck except for the 100-ft. ladder/platform truck. It is his recommendation to fund the three promotions in order to provide a leadership position on the ladder truck as well. Chief Florance offered to forego other budgeted items in order to obtain approval for the promotions.

Chief Florance stated there is a formalized program outlining the minimum requirements of progressing to such positions as a battalion chief or deputy fire chief. Mr. Lambers noted that the Fire Department has a separate employee program which offers salary adjustments to those who complete phases of City-training criteria over a 5-6 year period. The incentive puts the firefighter into a position to move upward in ranks if desired. There is a clear plan of succession for upper management with retirement changes expected to occur below the level of battalion chief.

Mayor Dunn clarified with Chief Florance that he is suggesting one lieutenant, which is a title that has been dormant for a few years, for each of the three shifts at Fire Station No. 2. There are a number of people within the department eligible to apply for the positions. There will be no need to hire additional personnel as it will only entail a title change and promotion of rank.

Ms. Browne informed Mr. Picker that the City does not have guidelines for salary range goals. Comparisons with other departments are monitored and the information is continually shared with department heads and the City Administrator.

Mr. Lambers elaborated that there are no specific parameters for individual positions to be within the market. An automatic programming of salary adjustments would cause significant budgetary increases and restrict the Governing Body's authority to have flexibility in administering the pay system. He informed that the approved contract to provide step increases for firefighters in Topeka has caused major budgetary problems. If a benchmark salary range goal is established, he could report to the Council when wages drop below this level.

From his perspective, Mr. Picker stated that firefighters and police officers should be compensated fairly with salaries at or around the midrange for this area.

Chief Florance shared that the firefighters who have gone to other cities all stated that they love working for Leawood, yet they have to do what is best in terms of providing for their families.

Councilmember Filla inquired about appropriate action the Council could take this evening or if deliberations should continue in another session. In terms of cost effectiveness, the consideration should be made as to whether it is worthwhile to spend \$27,000 a year on new firefighters versus having much more expensive senior employees. Chief Florance stated experience levels must also be taken into account as they are becoming diluted at the bottom while top positions will eventually be lost to retirement, which will leave the middle positions to become the new leaders.

Mr. Lambers recommended scheduling a Work Session in the near future to allow time to compile wage comparisons of entry and midlevel firefighter positions in the Johnson County area. He informed that a salary change within the departmental budget would be a market adjustment of a lump sum dollar amount, which could become effective at any time in 2008. The amount should be included in the budget prior to publication as increases cannot take place once this occurs.

Councilmember Rasmussen recalled that some years ago, a cooperative agreement was made with Kansas City, Missouri related to concerns with the concentration of hospitals and long-term care facilities along the corridor between I-435 and 119th Street. Chief Florance confirmed that the new radio frequency will work in conjunction with KCMO fire departments. The new system will definitely improve communications.

Councilmember Gill echoed Mr. Picker's previous comment regarding fair compensation. He stated he has never been in favor of the automatic pay system approach. Proper review and resolution is merited in this situation and should be performed during the 2008 budget year.

Ms. Browne asked Councilmembers to keep in mind that Leawood will never be a leader on a salary survey simply because it is not the largest city. Another challenge includes the fact that Consolidated Fire District No. 2 has opted-out of the Social Security Program, which allowed their employees a 7.5% pay raise.

Further discussion ensued regarding recruitment, retention, and service delivery issues.

Councilmember Filla agreed with Mr. Lambers' recommendation of adding a market adjustment line item for personnel services to the budget at this time.

It was decided to hold a Work Session on July 9th to hold further discussion on the issue.

Ms. Browne stated the previous comprehensive salary survey did not contain information related to other quality of life issues such as tuition reimbursement.

Councilmembers Gill and Bussing agreed that further data is needed in order to make an informed decision.

Councilmember Azeltine commented that in the 12-13 years he has been involved with the budget process, this recurring discussion always takes place without adequate information. He stated he would like to see more interface between the City Council and the public safety divisions throughout the year rather than just during the budget cycle. Some type of mechanism, such as a standing committee, would better serve the departments as well as the citizens.

Councilmember Peppes remarked that a decision should be made regarding the requested lieutenant positions, which is of paramount importance from a safety standpoint.

Mr. Lambers reviewed that not all of the personnel requests were recommended for funding. Due to budget parameters set by the Council, priority was placed upon the Fire Prevention Specialist position rather than the lieutenant promotions. If the Governing Body wishes to consider granting the lieutenant requests, they should be substituted for other recommendations or an agreement should be made to exceed the financial boundaries. He intended to recommend the positions in 2009.

Councilmember Gulledge confirmed with Mr. Lambers that it is possible to adjust pay inequities following approval of the budget; however, this can only be done within the limitations of set funding for personnel services. He also asked members of the Budget & Finance Committee to contemplate the need to review wage analysis and market studies for the Fire and Police Departments prior to the budget sessions. Mr. Lambers stated while this information can be distributed along with the budget document, the parameters of the survey should be agreed upon.

Mr. Meierhoffer stated support for Mr. Lambers' personnel recommendations. Mr. Lambers noted that second to the C.I.P., the budget document is the strongest policy statement made by the City Council and provides direction for many years to come.

Mr. Bussing agreed with Mr. Meierhoffer that wage adjustments and staffing are issues that should be resolved by the City Administrator and members of the professional Staff.

In reference to Councilmember Azeltine's suggestion, Mayor Dunn remarked that she does not desire the micromanagement effect that the formation of another committee would impose. She noted consensus to hold a Work Session in order to further discuss salaries of the Fire Department.

Chief Florance closed by stating that he hopes the Governing Body understands that his view is from the standpoint of a fire chief who is responsible for all of the firefighters' safety, which is of foremost importance. He feels very strongly that a company officer is needed on every truck in the City.

There being no further business, Mayor Dunn adjourned the meeting at 8:30 P.M.

Christy Wise, Recording Deputy City Clerk