



CITY COUNCIL AGENDA ITEM

#12

Amended

DISCUSS/TAKE ACTION ON CITY MANAGER SALARY ADJUSTMENT

To: City Council
From: Councilwoman Lorraine Gott
Meeting Date: 7/1/2015
Department: Legislative

Recommended Action: Increase City Manager Courtney Barker's annual salary to \$122,500 effective April 15, 2015 (her second employment anniversary with SB).

Summary: It is customary to review a City Manager's salary at certain milestones (e.g., 6 months/1year/upon evaluation/etc.). Although Ms. Barker has been with us for more than two years and has performed admirably, her salary has not been reviewed.

[1] To gain a reasonable perspective on what her salary should be, I have reviewed **data provided by Colin Baenziger** in his "**2015 Florida City Manager Survey**." Attached are the data reported by the 7 Brevard municipalities included in the survey, including the **3 cities with populations comparable to SB:**

- Cocoa Beach (pop. 11,214)
- Satellite Beach (pop. 10,109)
- Cape Canaveral (pop. 9,998)
- Indian Harbour Beach (pop. 8,737)
- Some of these cities do not provide all the **services** provided by SB (such as Police and paid FD).
- None match the degree, complexity, and sophistication of **SB's operations**, including:
 - Ongoing working relationship with PAFB
 - Paid FD with ALS, Community Paramedic program, CFAL
 - Regional recreation provider (SBS&RP)
 - Environmental land preservation on the river and the ocean
 - Leader in stormwater projects to help restore the Lagoon

[2] In addition to overseeing all of these special aspects of SB, Ms. Barker also has numerous remarkable **achievements directly attributable to her leadership**. Highlights include:

- **Streamlined operations, cut costs, and restored employee morale.**
 1. Reorganized City Hall by creating an Assistant City Manager position to also serve as Director of Support Services, which includes Finance, Human Resources, and Information Technology.
 2. Eliminated the CRA Director's position and transferred those duties to the Building Official for 6% of the Director's salary (\$4,722 versus \$85,000).
 3. Obtained salary increases for employees (first increase in five years).

4. Outsourced payroll, thereby eliminating the need for additional staff in Finance.
 5. Replaced antiquated software with interdepartmental software to streamline building and site plan permits, business tax receipts, and code enforcement and also allow field permitting with handheld devices.
 6. Became SNAP-certified through the Economic Development Commission of Florida's Space Coast and decreased permitting time for site-plan approvals by 3 months.
 7. Saved \$71,312 by rebidding our liability insurance.
 8. Hired an insurance broker to rebid our health insurance to avoid a 15% increase in FY 13/14 and limit the FY 14/15 increase to 5% (while the area experience rate was 11%).
 9. Saved \$27,000 by moving retirees to another healthcare plan.
 10. Currently helping to establish a multi-city employees health clinic in Satellite Beach for significant healthcare savings.
 11. Obtained financing to replace a 20-year-old fire truck which was past its serviceable life.
 12. Negotiated first IAFF Contract with the City, which was ratified.
- **Restored sound budgeting and long-range planning.**
 1. Created a Stabilization Fund to protect General Fund reserves, which have increased from the zero balance she inherited two years ago to >\$1 million by end of this fiscal year.
 2. Implemented a "budget to the bottom line" policy for Departments, substantially increasing their flexibility in budgeting and expenditures.
 3. Created a Five-Year Capital Improvements Plan that is now included in the City budget.
 4. Redesigned the City budget to provide easier comprehension and more information.
 5. Received GFOA's Distinguished Budget Presentation Award for each of her two budgets (FY 13/14 and FY 14/15).
 6. Reinstated a fleet-replacement program for all patrol and administrative vehicles.
 7. Obtained a well-qualified lobbying firm to help find a solution for the vacant 100 acres and to represent SB on our federal, state, and county legislative priorities.
 - **Provided solutions for long-standing infrastructure problems.**
 1. Created comprehensive plans to fund (through dedicated stormwater utility fee and utility tax increases) and accomplish major stormwater and other infrastructure projects.
 2. Managed the community-input process (5 public meetings throughout the City) and City Council adoption.
 3. Released an RFP for bond counsel and retained a public finance management company to help the City finance the \$2.5M infrastructure project costs.
 - **Improved City's interaction with residents.**
 1. Managed a corrective rezoning for a commercial property improperly rezoned to residential.
 2. Increased avenues of communication with residents:
 - Resumed regular publication of the Beachcaster.
 - Created a City Manager Facebook Page.
 - Implemented community meetings.
 - Involved residents in planning projects.
 - **Revived our moribund redevelopment efforts.**
 1. Restructured the CRA budget to include much-needed maintenance costs.
 2. Drafted the newly-adopted Community Redevelopment Plan Amendment that identifies specific projects for completion within five years, with all funds not used for these projects, operating expenses, and loan payments to be returned to the taxing authorities.

3. Amended the CRA's Commercial Façade Grant Program to include site improvements (e.g., parking lots and landscaping).
 4. Reenergized CRA projects, with Shell Street now under construction.
 5. Obtained a \$10,000 Department of Economic Opportunity grant to complete a conceptual plan (including public input) to upgrade A1A concurrently with FDOT's resurfacing project.
 6. Obtained \$781,982 from TPO for A1A improvements.
 7. Completed the first year of landscaping improvements at A1A intersections (project recommended by a CRAAB member).
- **Ended controversies.**
 1. Responded effectively to political controversies (CRA, Clerk's "audit report," high school "hit list," etc.) about our City.
 2. Reestablished a professional working relationship with Florida Today and other media outlets.
 - **Networked effectively to promote Satellite Beach interests.**
 1. Led effort with Brevard County to convince FDEP to review the County's proposed TMDL model, and scheduled workshop with elected officials for discussion.
 2. Structured an agreement with Brevard County to strengthen General Fund reserves and the CRA.
 3. Reached agreement with the Satellite Beach Woman's Club to transfer their restricted donation (for purchasing beachfront property) to emergency reserves for two years (to help rebuild General Fund reserves) and then use it for a beachfront project (now being used for Shell Street).
 4. Participated in the P4 Initiative with PAFB, preparing for a long-term lease to manage the South Housing soccer field (part of a plan to convert the DeSoto practice field into a stormwater retention pond).
 5. By partnering with East Central Florida Regional Planning Council (ECFRPC), Florida Tech, and Florida Sea Grant on a community resiliency project (climate vulnerability analysis and public outreach), established SB as a leader on this issue and became a sought-after speaker in Florida and other states.
 6. Partnered with ECFRPC, Stetson University, and University of Florida on a Florida Sea Grant application to create a GIS database of the City's buildings and critical infrastructure.
 7. Serves on the following:
 - a. TPO's Technical Advisory Committee, Member
 - b. County's Transportation Impact Fee Committee, Member
 - c. County's School Impact Fee Committee, Member
 - d. School District Capital Outlay Committee, Chair
 - e. Brevard County Tourist Development Council Beach Committee, Member
 - f. Space Coast Public Managers Association, President
 - g. Space Coast League of Cities Board of Directors, Member

[3] Even though Ms. Barker is managing one of the most operationally-diverse cities in Brevard, the City Manager Survey shows that **her salary is the lowest of the 4 comparable cities.**

- Cape Canaveral - \$125,000; Cocoa Beach - \$131,539; Indian Harbour Beach - \$115,000
- Our advertisement for her position showed a starting salary range of \$100-130K.
- We are paying her \$105,000, with no increase or salary review since her hiring.

[4] This is a fairness issue, not a longevity issue.

- To those who would argue that Ms. Barker has been a City Manager for only 2 years, I would argue this: “Look at the results she’s produced. From the day she began, she has consistently performed as a highly-experienced, seasoned manager with sound judgment and an extensive professional network that has greatly benefitted our City.”
- It is worth noting that Cocoa Beach’s City Manager has the same 2 years of experience, and his salary is >\$131K.
- In addition, City payroll records show that, while he was serving as Acting City Manager, Jeff Pearson received bonuses (\$2,000 per month) which increased his annual salary to \$112,860.

[5] Additional data from Mr. Baenziger show the following average salaries for municipalities in Satellite Beach’s population range:

<u>Population Range</u>	<u>Average Salary</u>
5,000 to 10,000 (42 cities)	\$116,177
10,000 to 20,000 (46 cities)	\$128,799

Since SB’s population is at the bottom of the second category, averaging the two salary amounts (\$122,488) would avoid arbitrariness and provide fair compensation for an outstanding City Manager.

Budget Impacts: At the end of this fiscal year, the operating budget will have savings from unspent funds in several line items. Until those end-of-year adjustments are made, I recommend taking the **5.5 months of additional salary for this fiscal year (\$8,021)** from unrestricted reserves (with the annual increase to be included in next fiscal-year’s budget).

Attachment: 2015 Florida City Manager Survey

[6] Other issues for Council’s attention:

- A policy addressing City Manager salary adjustments (when, how, how much, etc.) needs to be established.
- City Manager’s benefits should be reevaluated, since they are among the lowest in the four comparable cities.