

Proceedings of a Town Hall Meeting/Workshop of the City Commission of Palatka, Florida held on the 4th day of May, 2004.

PRESENT:	Mayor	Karl N. Flagg
	Commissioner	Mary Lawson Brown
	Commissioner	Hernan Azula
	Commissioner	James Norwood, Jr.
	Commissioner	George Sanders

ALSO PRESENT: City Manager Allen R. Bush, City Clerk Betsy Jordan Driggers, Finance Director Ruby M. Williams, Police Chief Gary Getchell, Fire Chief Ken Venables, Planning Director Adam Mengel; Department heads Jeff Norton, Parks; Larry Hartman, Cemeteries; Rhett McCamey, Water & Sewer; Mike Felton, Water Plant; Platt Drew, WWTP; Mike Cavello, Airport; Clyde Connor, Golf Course; Cathy Butler, Main Street

INVOCATION - Commissioner James Norwood, Jr.

PLEDGE OF ALLEGIANCE - Commissioner Hernan Azula

Mayor Flagg called the meeting to order at 5:00 pm. and read the following call:

TO MESSRS: MARY LAWSON BROWN, HERNAN AZULA,
JAMES NORWOOD AND GEORGE SANDERS:

You are hereby notified that a special meeting of the City Commission is called to be held at a special meeting place of the City Commission at Price-Martin Center, 1100 Reid Street, Palatka, Florida at 5:00 p.m. on Tuesday, May 4, 2004 .

The purpose of the meeting is to hold a Town Hall Meeting to receive public input on the 2004-05 City Budget and the Five-Year Capital Improvement Plan.

/s/ Karl N. Flagg
Karl N. Flagg, MAYOR

We acknowledge receipt of a copy of the foregoing notice of a special meeting the 30th day of April, 2004.

/s/ Mary Lawson Brown
Commissioner

/s/ James Norwood, Jr.
Commissioner

/s/ George Sanders
Commissioner

/s/ Hernan Azula
Commissioner

Commissioner Azula said the commission is willing and able to listen to the citizens at any time. They feel free to call on all of them at their leisure. As commissioners, they will listen whether in a meeting or not; most of the contact they have with citizens is when they see them out in public.

Commissioner Brown said that they are here today to listen, but they listen all the time. The staff does a terrific job for them, and the City Manager and his administrative staff keep them on task and out of trouble. What the staff puts forward for them all on a daily basis is tremendous. People don't know what it takes to keep the wheels of city government turning. They are stepping into a new century and "out of the box." She thanked her fellow commissioners for their teamwork, camaraderie and cooperation over the years.

Commissioner Sanders welcomed the department heads, and noted this is an important meeting for the coming year. Although there is not as much of the public in attendance as they expected, the public can approach them at any time. This is a good opportunity to listen to each department head discuss their vision for the next five years. They want to

work with department heads as well as citizens to see that they have what is needed to do the job they have been given.

Commissioner Norwood said there is an opportunity for growth in the city, and like it or not, it is here. The employees work tirelessly and hard, and their timing is impeccable. One of the reasons he asked for this type of meeting, in this type of setting, is because the City is on the brink of tremendous growth, and he wants to assure that each department head is looking at what they will need over the next five or ten years. They are responsible for delivering services to the consumer, i.e. citizens, and they deserve quality services. Growth will certainly impact each department as they try to stay ahead of the challenges they will encounter. They need to ensure the quality of their services remains high. This meeting will enable them to determine if the citizens are receiving the highest level of services. He welcomes the input, good or bad, that will come out of this meeting. Their citizens want to know what direction the City will take and what this city will look like in five or ten years. Palatka is a "Triple A" city and they need to make sure they remain AAA. Elected officials are also citizens, and he welcomes their input.

Mayor Flagg said they need to enhance the quality of what they do and meet the challenges they face. Growth will happen by default, and they need to be able to deal with growth before it comes instead of having to react to the growth they know is coming. It is transition time, and they must meet the challenges and opportunities that are coming.

Allen Bush said this Commission faces a difficult task of allocating the limited amount of funds the city has to spend. They need to make good choices about what department gets what funds. He is a little disappointed that citizens have not shown an interest in this meeting. Their input is critical to this process. He said the Commission will take up this issue by department, beginning with General Fund departments. Each department has submitted five-year CIPs, and he'd like each department to run back through their CIPs to recap.

CITY HALL & GENERAL ADMINISTRATION - Ruby Williams said the biggest expenses are the upgrades to the network software and AS400 system. Network software will cost around \$4,000; the AS400 system will cost between \$13,000 - \$16,000. Per the question, Mrs. Williams stated the amount of personnel is satisfactory as to separation of duties. The auditors did note that the workload in her department is heavy, and said they will need an additional person. Commissioner Brown said they need to look at getting someone in part-time to research grants. Administration money from grants will help offset that cost. Mr. Bush said city personnel have done a good job with grants; Jeff Norton has done a tremendous job with grants, and is even getting into grants for other departments. The police and fire chiefs have each submitted and administered grants. Commissioner Brown said the current personnel are doing a good job of getting grants, but there are many more grants out there. She noted she is only asking for a part-time person. There is money for administering grants. They need someone with grant training to try to find more money to help their departments get more personnel and equipment.

Mayor Flagg noted they will be discussing staffing needs during the budget workshops. Commissioner Sanders said although we are not here to discuss grants, many of their department heads are aware of the grants available to their departments. Commissioner Brown said there are many grants available and they need someone who is actively trying to find them. Mayor Flagg said at this time he wants to look at capital improvements; obviously they will need a new City Hall in the near future. They need to talk how they are going to improve the capital of the City of Palatka, whether through annexation or property improvements. As to City Hall, Mr. Bush said that some of the space is adequate and some is not, and noted the Clerk is currently wide open to the public and is constantly interrupted. They are able to make do with what they have. A new City Hall is a major undertaking. Mayor Flagg noted that this is a meeting to discuss realistic goals, not putting out wish lists. They need to look at being more effective with allocating the funds that are available. The citizens want to know what the plan is. The department heads need to tell the Commission what they need. Mr. Bush said they would love to have improved facilities, and that is a long-term goal. It is not in the five-year plan. Roads have been

helped greatly with better place funds, as have other departments and facilities. They could renovate the current annex to create more space.

Mr. Sanders said they need to talk about expansion for City Hall and B&Z. They need to look at utilizing the storage rooms at the Annex, which may even be a good location to move some of City Hall into. There is plenty of room for expansion, and they need to look at this. Commissioner Norwood asked what they can do to provide services in a timelier manner to citizens, and what capital improvements are needed to get services up to the level they need to be. Mr. Bush said City Hall does a great job of providing services to the public, given the limited funds and space. At this time they run a very efficient operation. Mrs. Williams said they have talked about purchasing an automated phone system. She is adding that to the five-year plan. Mr. Bush said people don't like calling an office and not being able to get a person on the line. Commissioner Brown said when they purchased the Annex they looked at moving the Commission Chambers over there because of the large amount of space available. They need to look further at that. Mayor Flagg said that is a viable option; they may even look at moving water utilities over to the annex, as it would be easier to pay bills there than at City Hall. City Hall is less accessible than the Annex, as evinced by the steep ramp leading up to the back door. He expects administrative leadership to bring these issues to the legislative representatives for the City. Mr. Sanders said their audits have shown the high rate of efficiency in City Hall Finance. If the City Manger has complaints about other departments, he takes care of those and puts things back in order as quickly as possible. Mr. Bush said they have redesigned and refurbished City Hall twice to better facilitate public services. As growth occurs you have more people coming in, and the demand on the space will necessitate going outside this facility. They probably do need to plan an expansion into the Annex. Commissioner Norwood said they need to look at making the Clerk's office more efficient, since she is constantly interrupted by the public. Once other departments see things can be done more efficiently by improving the existing space, they will be inspired to do the same

BUILDING & ZONING - Mr. Adam Mengel said he is glad to see that capital improvements do involve people. Capital means assets that enable you to serve the public more efficiently, and human capital is part of that. He hears many compliments on the level of services they provide, in comparison with Jacksonville, Gainesville, or even the County. Their personnel are accessible and readily available. As to Capital Improvements, they plan to fix the roof within the \$40,000 estimate they received. There are also some other problems with the building. If problems are left to fester, they become structural issues. The building is sound for the most part. They will need to replace three computers in the near future and then continue to replace them on a regular basis. They need to replace at least one vehicle and are working with the SO on a trade. After that the oldest vehicle they will have is a 1998, which will be taken out of service in '07. They are able to keep their vehicles in service longer than most other departments. Per the question, they were able to get the building's HVAC unit serviced and back in working order, and it should serve them well for the next 5 or ten years. Attention to the roof is critical, which can be done at minimal expense to the City. There is plenty of room in the back for expansion; that space is currently being used for storage. If things go like he believes they will, it may be more important to have their building on the tax roll rather than off it as a city building. It may be more valuable as a commercial building due to its proximity to the river. The current growth is out Hwy 19, out to Rice Creek and out past Francis. That is where utility expansion is headed. They continue to have a good rapport with the County as to cooperative planning. Mr. Mengel said Mr. Bush had provided the population estimates to each department and asked them to come up five and ten-year projections based on those population estimates. There was a discussion of traffic rates and levels of service as they relate to population growth. Mr. Mengel noted Mr. Bush's population estimates are conservative and were done via linear progression. The NEFRPC's estimates are low and extremely conservative. When people call him for Palatka's population, he tells them Palatka's population is around 12,000, which is 1,500 higher than the current U of F estimate, and is based on the 2.5 persons for every household formula. By 2100, on the low end, the estimation for population is at 12,308 according to current growth patterns. On the high end they can project population at 18,025. Since 1970 they have seen a gradual decline in growth. People are not moving into the cities; they are moving outside the cities. They expect growth to happen along the

city/county boundaries to the west first, and out Hwy 207 in E. Palatka. People are fleeing higher rents and property values in the City, and possibly higher taxes. Some will seek city amenities and move into the City. He hopes growth will prove him wrong. The fact that Wal-Mart constructed a new Super Center and Lowe's and Home Depot are almost here, they probably have better estimates and projections for area growth than any of them do. Mr. Bush said once this type of development starts taking place, the growth will come quickly.

Commissioner Norwood said the City is experiencing growth out Hwys 100 and 17 as well as Hwy 19, and their Industrial Park is growing. People moving in will need places to live. Currently there is a good work force available. You need to house those individuals. They need to create a high-scale housing community to keep CEOs in the City. In that fashion, the City can take care of its needs as well. He asked if they have looked at areas that can be zoned for upscale housing and condos so that that can happen over the next five to ten years. Mr. Mengel said the City has a voluntary annexation policy. The last few developments have been smaller developments. The City does not have vast vacant areas set aside where property owners are now paying taxes to the City. They will see annexations happen when the owners are ready to develop. They need to explore more options towards annexation speculation, but the current amendment to the constitution that is coming up will be crippling to growth. If that amendment passes, you will see more cities attempting to set aside more areas so they don't have to go through the referendum process.

Commissioner Norwood asked about the land along the river next to the Holiday Inn, and along River Street, going out towards Lundy Road, and if zoning is in place for housing growth in those areas. They need to put the necessary provisions in place to encourage growth via high scale communities. Mr. Mengel said the area north of the Holiday Inn/Mulholland, the R-1A is already in place and it is actually platted for development; streets are laid out now. They have the capacity to expand the water & sewer system, but infrastructure is not currently in place. There is a development on the County's books south of Lundy Road that has been there for around 15 years, which they are ready to move forward on. Commissioner Norwood said if they are asking industry to move into the City, they need to be certain they can offer their administrative and corporate employees upscale housing. He wants them to do that type of planning in the future. Their new police chief couldn't move into the City because there was no upscale quality housing available. Mr. Bush agreed with Commissioner Norwood and said demographics are one of the first things a developer looks at. They have identified areas that could be used for upscale housing, but most of these areas are in the County. They need to sit down with the County and urge them to put these properly zoned areas in place in order to plan for future annexations. Commissioner Norwood said they have to get housing into Downtown; that is critical. Commissioner Brown asked if they have to stop development on Service Level D roads, or if it is F; Mr. Mengel said they must stop building when roads go below service level F. Commissioner Brown said she hopes they never get to the level of some major roads in Orange Park.

Commissioner Sanders said he believes they need to take a good look at annexation. There is a new development in East Palatka of around 120 condominiums. They need something like that to happen inside the City Limits. Mr. Bush said affordable housing is also important; there have been several hundred new units built in the City in the past few years. Per the question, Mr. Mengel said they are able to keep up with building inspections and permitting at the current level. The level of cooperation between his department and the County Planning Department is at an all-time high. They are currently planning for annexation of areas around the current city limit, which are expected to develop and annex in the next 10 years. There is another 'band' they have identified that will develop after that. Our inspectors are very good at commercial inspections, and are sharing their expertise with the County. In turn the County is able to come in and share their expertise with other types of inspections such as mobile homes and the like with the City. Commissioner Azula asked if the County were to begin providing water and sewer, would the City lose potential annexations? Mr. Mengel said they are seeing that happen in St. Johns County now. It changes the whole reason for annexation in the first place. It is his experience that people annex to get water and sewer. There are other benefits like Police and Fire protection, which are superior to the county's level of service, but water

and sewer is the key. If the county gets into that business, the City will lose that enticement. At this point their policy is voluntary annexation. Commissioner Azula said they have superior Fire and Police protection. Commissioner Brown said people need to know that their home insurance premiums will go down if they come into the City. Commissioner Norwood said they to sit down and talk about these issues with the County. Mr. Bush said they have already been talking to the County about urban service areas; there has not been much of a response at this point. They may need to bring the BOCC into the talks.

As to population estimates, Mr. Mengel said they use a formula of 2.5 people per household. Senior housing units typically have only one person per unit. For 400 units of senior housing, you only average 400 new people. They need to look at the big picture of advantages, which includes the Golf Course, Airport, etc. Commissioner Norwood said they have adequate zoning and space for affordable housing, but they need upscale developments that will contribute to the tax base. They want to make the City attractive to live in for those with the income to live in upscale developments. They need to focus on putting that in place. They are begging for people to fill the industrial parks or to build new commercial buildings, and need to be able to offer them property housing.

POLICE DEPARTMENT - Chief Gary Getchell said his most immediate Capital Improvement issues involve the construction of a new Police Station. The original building was built in the 1960's as a jail, and some walls are 3 - 4 ft. deep. The PD has grown since 1960, and growth & expansion has been hodge-podge. Many of the existing walls cannot be moved without destroying the integrity of the building. They are very limited as to what they can do. They have consulted a contractor, who advised them they can make additions or put a second story on the existing building, but due to the nature of the building it will cost more than constructing a new building. Everything in the building is old. They have had some major plumbing problems in the past two years. They just upgraded the generator, and to do that they had to re-wire the entire PD. In the last 15 years they have come on-line with computers. They need to decide if they want to stay with what they have and try to make the existing building serviceable, or do something else. They do have mold issues and have outbreaks from time to time in the bathrooms. So far no one has complained. They have a parking problem. When he came there, employees took up all the parking, and he has asked them to park in the back now to free up spaces for the public. The City now owns the CSX property behind the building. This is not a secure parking location for patrol cars, which contain expensive equipment. They are no longer a 24/7 operation, so the building is not secure at night. They need secure parking and a secure place for storage. The parking lot also needs to be resurfaced. They have a range facility that was refurbished a few years ago. They are running into encroachment issues, and will need to spend money on it in the next three years. The building is not useable; it leaks and is infested with rodents. It needs to be torn down or refurbished. He'd like to refurbish it to make it a functional regional training center for Putnam County. It will cost around \$187,000 for 5,000 sf of space. It will give them open space with restroom facilities. There are not a lot of grants available to them at this time. The car situation has improved since last year's budget hearings. They are rotating cars and have gone to a lease situation. They replaced 1/3 of the patrol fleet replace this year, will replace 1/3 next year and 1/3 the following year. Administrative cars will still be purchased cars.

His physical plan is based on amount of personnel. They make projections based on population growth and calls for services, which drives personnel and square footage needs. Now that Super Wal-Mart is here and Lowe's and Home Depot are almost ready to open, there will be unprecedented growth. They will experience tremendous commercial growth, which impacts calls for service significantly. The new Wal-Mart had a tremendous impact on calls for service. When Home Depot and Lowe's open, they will need to add one more officer per shift. Mr. Bush asked if the current location of the PD is optimum for public safety. Chief Getchell said he and Chief Venables have discussed this; the Fire Department needs to be located in strategic areas, but the PD does not. They are more mobile. They don't physically need to be in that location. From a financial standpoint, it would be cheaper to build a public safety building with common areas used by both departments. Even with the CSX property there is not enough room for that. Also, it is not safe to have the PD located so close to a major roadway; in its current

location, if a large sand or log truck crashed into the building it would wipe out the entire management staff. That is where parking needs to be, with the building set back off the road. With the advent of District Policing, the physical location of the PD doesn't work anymore. They are opening a substation on the Northside in the fall, and six people will move there. As Hwy 19 grows, they will need to transfer at least 1/3 of personnel and resources there. They try to establish partnerships, so instead of having those facilities paid for and financed by the City, you get partners to do it. PHA provided the Northside facility; they also have a kiosk at Super Wal-Mart, who provided the space.

FIRE DEPARTMENT - Chief Ken Venables said he supports Chief Getchell's remarks about the PD 100%, with the stipulation that he receives the current PD facilities. They don't have adequate space for their operations. Right now the Fire Marshal uses the kitchen for conferencing.

The engines, trucks, etc are all emergency vehicles; they don't have high mileage, but do have high idle time. They need to replace them regularly. He tried to balance the replacement of vehicles to replace one light utility vehicle and one major vehicle each year. The ladder truck will cost \$750,000 to replace. It is an important tool and is the only one in the county. The closest one is in St. John's County. G-P recently gave them a truck to recondition for the search-rescue team, and to consolidate the air-supply truck with the utility truck. The air supply truck is currently a 1978 model. Starke has nothing available for them; he checks with them regularly. The men do the regular painting and simple maintenance. Last year they painted the Kay Larkin station. This year they will do the same with the Downtown Station. Four of the overhead doors are original from the 1960's and are not rated for weather standards, which is critical to keep operations going during a disaster. He will be looking to replace them soon. The stations are open 24/7. There are classes held there for the public, i.e. defensive driving classes, safety meetings, etc. They need to keep up with preventive maintenance. They have ongoing programs to deal with radio and pager replacements. Their equipment is exposed to unusual elements, ie water, steam, heat, etc. Communication devices are critical to firefighters. They update their nozzles and hoses as statute and standards dictates. As to personnel, their ISO rating is driven partially by personnel. The lower the rating, the higher the savings to homeowners. Currently Palatka has an ISO rating of Class 5. This entices large commercial operations to come into the City such as Wal-Mart, Lowe's, etc. in addition to water & sewer.

Chief Venables said is critical to implement a 'fire service fee' if they want to keep service levels going. This is not unprecedented, and is permissible under the law. He'd like to come to them to make his case to explore that option to spread the cost out amongst all citizens and not just the ones who pay property taxes. In the past two years responses have increased by 12% due to commercial growth. Auto accidents, medical emergencies, fire potential all increase with commercial growth. Out of five fire alarms, at least one is an actual fire, which is high. Traffic is increasing. They need to take away the guesswork of where the city and county boundaries lie; the boundaries wend and weave and some fires that are close to the City are not actually in the City. They are dispatched to fires outside the City Limits sluggishly; by squaring up the city limits, they will increase the tax base and everyone wins. Per the question, he will be exploring the fire service tax in the upcoming budget. Per the question, they are getting a lot of training through homeland security program funds. The current hazardous materials equipment grant they just received is from those funds. Much of their training is paid for by public donations. Per the question, most calls outside the city limits are for fire calls and not for rescue. There are 11 entities outside the City that contract with the Fire Department for services. GP is one of them. Commissioner Norwood asked if he foresees problems maintaining the current ISO rating. Chief Venables said he doesn't foresee a capital problem. Their problem is with staffing.

STREETS & SIDEWALKS - Mr. Bush said the City is enjoying the benefits brought about by Better Place Funds, and is able to do things they wouldn't have normally been able to do. They plan to purchase a new street sweeper sometime in the next four years. They have a list of streets they intend to improve, and have assigned priority based upon need. Commissioner Norwood said in the eastern portion of the Northside they recently put sidewalks in from 11th all the way to 1st Street, and from 12th Street on there are many roads that don't have sidewalks at all. They need to focus on installing sidewalks

there. Even a broken sidewalk is a good sidewalk compared to no sidewalk. Per the question, there is a map showing sidewalk status; what has been recently done, what needs to be done, etc. Mr. Bush said there are very bad sidewalks in areas of the City; this is a good use for better place money, which can be used to hire outside contractors to do sidewalks. In that way, they can use City personnel on streets and new sidewalk construction. His biggest problem is personnel to build the sidewalks.

CEMETERIES DEPARTMENT - Larry Hartman said he is running out of room at Oak Hill; he has 30-40 lots left. Westview is full. Oak Hill West has room available. They have just redone the inside of the office at Oak Hill West and are now concentrating on the outside of the building. With the addition they will have ample burial space for the next 25 years. They have some tree removal to attend to. Mr. Bush said each purchase price of a lot has a portion set aside for cemetery improvements. It will build up over time. They have offered that small piece of property next to the Westgate Shopping Center for lease, but the City will regret giving that property away in the future. It contains 675 lots for future use, and he believes the City needs every one of them. Commissioner Sanders asked if there are plans for a mausoleum to store urns with cremated remains. Many folks are going to cremation, and the City needs to look at building a mausoleum to store cremains in urns. Mr. Bush said they will take a look at that. The next major improvement at Oak Hill West will be to extend the roadways into the new property and begin burials in the new section. Mayor Flagg said they need eliminate the chain link fencing at the entrances and go with ornamental wrought iron fencing, similar to Westview, at Oak Hill and Oak Hill West. They can't go with ornamental all around Oak Hill, but at least they can make the gates ornamental.

PARKS DEPARTMENT - Jeff Norton said most of what they have done has been through grant acquisitions, and those become available during grant cycles. They are looking to obtain a grant to refurbish City Hall and to improving the parking lot. Currently there are only two spaces available for public parking. Mr. Bush said they can also look to Better Place Funds for that. Mr. Norton said they have looked at several parking lot scenarios that involve the Annex property. He does not have figures available at this time. Since the City has low-income issues, they can always apply for a waiver of matching funds through the REDI program. This year they will be applying for grants for Fred Green Park and Lefty Turner Park. He is looking at land acquisition out S. Palm Avenue for a water recreation facility. Although the City does not do recreation, they need to explore participation in recreation, such as skateboard parks and the like. Mr. Bush said that probably falls under the County's Recreation Department. Mayor Flagg said they probably need to meet with the County on these matters and come to a mutual meeting of the minds. Commissioner Brown said a water park or wading fountain would be a good tourist attraction for the waterfront. Mr. Bush said they wrote a new fountain into the waterfront development plan, and are expecting a grant to begin construction of new walkways and amenities next year.

Commissioner Brown described the scenario wherein the City handed recreation over to the County, along with ample funds for three years to begin its operation. Last year the County handed back over several fields in mid-year, which created a hardship for the City. Mr. Norton said they have discussed asking Babe Ruth to participate in maintaining the fields during their seasons. Mr. Bush said they need to remind them that recreation is the county's responsibility. Mr. Norton talked about the location of the four properties we recently purchased from CSX and concluded his presentation.

ENTERPRISE FUNDS

UTILITIES – WATER PLANT - Mike Felton said the main expansion is the micro-filtration process, and are still in the process of obtaining DEP's approval for their plans. There are several high surface pumps planned, and they can upgrade and increase plant capacity, which will increase output. They are at 60% of capacity right now; that increases on hot days. They just completed a vulnerability assessment, and there are issues with that they need to take care of. He can't get too specific about the recommendations but mostly they concerned security fencing, maintaining enclosures around water facilities. Mr. Bush noted they cited trees growing up next to fencing,

which enable access; special screen coverings for the chlorine system, directional lighting, etc. - things to enhance security. They also want to see an automatic gate system installed; they just installed a similar system at the airport for \$22,000.

7:25:39 PM

WASTEWATER TREATMENT PLANT - Platt Drew said they have an ongoing reuse project, which will supply the golf course with plenty of irrigation water. Their concern is for future capacity. The plant's capacity is 3mgpd and they are at 85% capacity now. According to projections, they have enough capacity to carry them through 2014, according to normal population projections. The slip lining the Commission spent one million dollars on three years ago has helped tremendously. A major upgrade they are looking at would consist of new pumps, motors. Everything else is in place. Mayor Flagg asked where the odor at St. Johns & Moody comes from. Mr. Drew said that is the sulfur odor from the water plant aerators and the lift station. Mr. Bush asked if enclosing the system would alleviate the odor; Mr. Drew said you could enclose the lift station and put a cap on it. Per the question, the lift station sits behind the road r/w on a piece of property the city purchased, and will not affect future roadway expansion.

WATER & SEWER DISTRIBUTION - Rhett McCamey said he would be asking for a sewer pressure washer this year, to replace the 1983 model they have now. This is the on-call unit. He would also like to get a trailer for it so any utility truck can pull it. The super-sucker truck is a 1996 model. Mr. Bush said Rhett has to use his pressure trucks for pulling plugs from storm drains, which creates wear and tear. Rhett said the night/weekends on-call crews don't use the super-sucker; they use the standby model. Mr. McCamey said they also need to replace the water turn-on/off utility truck. Per the question, they still have a fairly long list, in order of priority, of old cast-iron pipes that need to be replaced, and he is scheduling them as time, personnel and means allow. Per the question, Mr. McCamey said they had to tear up a portion of the newly paved River Street to replace some old pipes. Those pipes were on the list. Mr. Bush said those pipes were very old and were 'cheap' thin-wall pipes, and the soil was a large cause of their erosion. It is necessary to obtain an easement to relocate them. Mayor Flagg said he'd rather do less streets and more infrastructure now and then concentrate more on streets later to avoid this problem in the future. Mr. Bush said they lined the sewer pipe on River Street prior to repaving. Mr. McCamey said the water pipe has been patched and at least 95% of it still needs to be replaced. A lot of work has been done to it, but it has been small sections of patchwork. Mr. Bush said the first thing he looks at prior to repaving a street is the condition of the infrastructure. He was told a few years ago that the pipe was in good shape.

Commissioner Norwood concurred that they need to address infrastructure before spending money to pave roads, especially when they are going to have to tear them up to address old pipes. He asked if current growth is impacting this department. Mr. McCamey said no more than usual. Work orders have increased. Mr. Bush said it was his understanding that they replaced what they could on River Street, as much as their lack of relocation easements would allow. Mayor Flagg said the Commission will need a report on those matters. They need to put a comprehensive plan in place. John Q. Public believes they pave roads and then tear them up to replace old lines, which is not the case, but that is public perception. Commissioner Norwood also noted that repair patches are very uneven and asked if there is a plan in place to go back and even them out. Mr. Bush said as to the patch on River Street, the crews were not properly compacting the dirt before repaving it, which is a procedure he expects them to have corrected. They also are expected to go back and re-level inadequate road patches. Per the question, Mr. Bush said the easement would have to run along the east (river) side of River Street. The line sits on that side of the street for the most part. They have actually replaced the laterals on some streets and then repaved them using contractors, who have also done unprofessional patch jobs that have sunk due to poor dirt compaction. Mr. McCamey said many times there is too much ground water in the holes to get good compaction. Mr. Bush also noted the instability of River Street simply due to its close proximity to the river. As to patches, they should probably wait several weeks to allow dirt to settle in these patches before repaving them. Per the question, Mr. Bush said the River Street lines were laid prior to his coming to Palatka. Per discussion, they need to start using contractors if they can't get to badly needed projects in a timely manner.

WATER ADMINISTRATION - Mrs. Ruby Williams noted they need to increase parking for customers. Mayor Flagg said some staff does not need to have direct communication with the public. They need to re-work City Hall to provide the maximum service to the public. They need to work up a model floor plan to accommodate water administration. The City Manager's office may need to be upstairs. He'd like to see a 'one stop shopping' concept to include building and zoning. Upgrading the phone system is a priority. There are many archaic things still going on. They are small and need to look a piggybacking off other departments' contracts to get the best prices.

SANITATION - Mr. Bush said their CIP consists primarily of truck replacement. They can play with the replacement schedules depending upon the condition of the trucks. They are adding a compactor unit this year, but are not trading in the old unit so they will have an extra unit available to handle heavy collection seasons. They will replace a unit in three more years. Mayor Flagg asked if they have looked at going to a leasing program. He still sees our employees lifting containers; he saw it happening this morning. If the kickers are working, they need to use them. Mr. Bush said the men have been warned numerous times about using kickers instead of hand dumping. Mr. Chandler needs to do something to shake this up. There is no excuse for hand dumping, with the exception of kicker mechanical problems. Mayor Flagg noted he saw them doing it on the 1300 block of St. Johns Avenue this morning. They should not be putting speed over safety. If they are rushing through routes so they can get off early, they need to look at that discontinuing that practice. Mr. Bush said they have been warned that if they continue to hand-dump the City will cease letting them off early. Commissioner Norwood said missed trash pickups are affecting their customers. He gets numerous complaints about it. This also could be due to rushing through routes, or it could be a manpower issue. Mr. Bush said Mr. Chandler states it is a manpower issue. They have a problem keeping drivers due to low pay rates. Mayor Flagg asked him to find out what Waste-Pro pays and try to make it comparable to give them an incentive to stay. Sanitation is an integral part of keeping the City clean.

Commissioner Norwood said they have young supervisors in Sanitation and Streets. At some point, Mr. Bush will be retiring and taking his wealth of knowledge with him. This may be an opportunity to put an assistant city manager or public works director in place. Mr. Bush said they have had this discussion, and he has considered hiring a public works director to oversee streets, sidewalks, maintenance and water/sewer distribution. Mayor Flagg said he favors hiring an assistant city manager eventually. Mr. Bush said he needs to put someone out there working with the crews that can learn everything.

MUNICIPAL AIRPORT - Mike Cavello, Manager, said they need a conference room, pilot lounge, weather room and unified e-mail system, which would enhance communications with the City. It is not impressive to get an e-mail from Mcavello@aol.com. They need to have a system in place citywide. The Airport CIP is well documented in the Airport Improvement Plan. First on the list is upgrading the pavement and drainage. Pavement means runways, which sit for long periods of time in the sun. They deteriorate more quickly than streets, which are constantly massaged by traffic. It sheds rocks, which get sucked into engines and create liability for the City. Money needs to go there first. Fencing upgrades will be completed over the next year; this will upgrade security and open up other section of the airport. They have a lot of property available to lease. The terminal is no good, but the State of Florida will buy them a new one. They talked about this at the last AAB meeting; their members are out looking at other terminals to get some ideas. The FAA likes to see new terminals, as Florida is a tourist state. His recommendation is they get something that is realistic for the City. They need citizen input and input from the AAB. He stressed they need to keep the project realistic. If you ask the FAA for too much, you don't get any. The current terminal is old and doesn't even have hot water. A new terminal could be smaller and still be nicer, and would include a conference room, weather room and pilot lounge.

Mr. Cavello said he believes the City should get out of the business of pumping gas and moving airplanes. That is not what most airports do, and they are forced to do this by default. There is no private organization in place to take over that function. They need to develop what they have and encourage someone else to take over that function. Per the

question, if they get out of that business they can take care of what they need to do administratively with current personnel, which includes collecting receivables and concentrating on developing other sources of income. Mr. Bush said there are two sources of income: terminal rentals and gas sales. They have been down that road with private fixed base operators, and it is a nightmare. Other cities that have FBO's wish they didn't. They don't want to be in the airport maintenance business. The Commission had a terrible time getting rid of the private FBO's and is not ready to get back into it. Mr. Cavello said they are in the process of going to self-serve; giving up gas doesn't mean giving up revenue. This is a long-term goal. Certainly they don't want to have city employees pumping gas forever. Palatka is the only airport he is aware of that has city employees pumping gas. His recommendation is to have a private operator take over that function.

Mr. Bush asked if the new engineer has been of assistance on working on getting FAA and TEA money. There are places that are willing to come in if we can accommodate them, and the new engineers promised us cooperation in that respect. They are looking to them to supply the city with a list of types of aircraft that require 7,000 ft runways. Commissioner Brown said terminals are available through FDEP grants. Willie Taylor has a list of those available, and should be contacted. Mr. Cavello said in his experience terminals are at the bottom of the federal government's list. Commissioner Brown said Willie Taylor has specifically told her there is money available for airport terminals, although she does not know how much. Commissioner Sanders said they need to look at constructing additional hangars, and particularly large hangars for businesses such as GP, Lowe's and Home Depot. Mr. Cavello said GP is more than welcome to hangar their planes at the airport now. He has approached them about this before.

GOLF COURSE CLUBHOUSE AND MAINTENANCE - Clyde Connor, Acting Pro, said the reclaimed water project has made a large impact on the golf course. They are selling the dirt from the holding pond, which may pay for a new roof for the maintenance building. If there is money left over they will use it for a security fence to keep vandals from driving on the course and tearing it up. A new maintenance superintendent is coming on board soon and has a great program he has already started putting in place. The rain has helped tremendously. The Course needs to be put in good shape, which will help play. They have a low price advantage over surrounding courses, and need to get more Putnam County people to come play the course. They get a lot of folks coming in from the coastal areas because of their lower prices. The computerized irrigation system is up and running and is ready to go. The new driving range they have planned will be a great source of income, and will utilize the pond. At this time they are just trying to get through the summer.

Mr. Bush said he knows the Commission has been concerned about the golf course's deficit. They are looking hard at the outside of the facility, and are working closely with the Golf Advisory Committee. They are going to concentrate on 'living within the means' of the club, and are considering closing the snack bar during slow seasons, when they lose money staffing it to keep it open. During those times they will keep the Pro Shop and cart barn operations running. Mayor Flagg said he has not seen a formal proposal to present to the County to ask for assistance. They need to present a plan to the County for a joint partnership. If they keep doing what they've been doing they will keep getting the same results. If they don't turn it around soon, the Commission's hands will be tied and they will have to take drastic action. They are always trying to get through some season or project or greens problem. They need to build the model and present it. They need to concentrate on customer service, make certain the advisory board members concern themselves with giving advice and nothing more, and encourage people to come back to play the course. Commissioner Norwood concurred, saying he'd like to see the golf course succeed, as does the rest of the Commission. They need to conduct this business like any private business that is out to make a profit. The few times he has visited the golf course, the outside looks like it is first class, but the inside doesn't match the outside. They need to improve this. It needs to look like a clubhouse, not a bar or a social club. He does not want to visit an establishment that does not have the same cleanliness and maintenance standards as his own house. That impression is as important as the greens and outside of the building. It wouldn't take a lot of capital outlay, but they need to concentrate on taking care of what they have. Commissioner Sanders said if you take away the sack bar, then the people who do come there to play golf and have lunch or

make another food purchase will have no place to go after a golf game. They need to give that serious consideration before taking action on it. He knows they need to keep the bottom line in sight. As to the proposed driving range, he asked if they intend to use an automatic ball dispenser or give out buckets of balls at the Pro Shop. Mr. Connor said there are security issues with machines that dispense balls. It is safer to dispense them at the Pro Shop, but that requires personnel. They are exploring both issues. Mr. Connor said he has met with Relay for Life organizers who want to schedule a tournament for 288 players in early October. He will need to consult Mr. Bacon on this, as they have not done a tournament that size before. GP is also holding their tournament at the Club, and he is actively looking to schedule more charity tournaments. Per the question, Mr. Bush clarified that the only time they have talked about closing the snack bar is during very slow seasons when keeping it open means losing money.

There being no further business to discuss, the workshop was adjourned at 8:30 p.m. upon a motion by Commissioner Brown.

CITY CLERK

MAYOR