

BOARD MINUTES FOR 01/07/02

JANUARY 7, 2002

THE BOARD OF COUNTY COMMISSIONERS, IN AND FOR WASHINGTON COUNTY, MET ON THE ABOVE DATE AT 5:00 P.M. AT THE WASHINGTON COUNTY ANNEX, BOARD MEETING ROOM, 1331 SOUTH BOULEVARD, CHIPLEY, FLORIDA WITH COMMISSIONERS BROCK, COPE, ENFINGER, FINCH AND HALL PRESENT. COUNTY ADMINISTRATOR PETER HERBERT, CLERK LINDA COOK AND DEPUTY CLERK DIANNE CARTER WERE ALSO IN ATTENDANCE.

CHAIRMAN FINCH CALLED THE WORKSHOP TO ORDER, OFFERED PRAYER AND LED IN THE PLEDGE OF ALLEGIANCE TO THE FLAG. HE THEN STATED THE PURPOSE OF THE MEETING WAS TO GO THROUGH THE CONSULTANT'S MATERIALS ON THE PUBLIC WORKS DEPARTMENT.

AFTER EXPLAINING A GRANT HAD BEEN SUPPLIED BY THE SMALL COUNTY TECHNICAL ASSISTANCE FOR \$10,000 TO CONDUCT A STUDY ON THE PUBLIC WORKS DEPARTMENT, HE TURNED THE MEETING OVER TO MATT MATHERNE OF GOVERNMENT SERVICES GROUP, THE CONSULTANT HIRED TO DO THE STUDY.

MATHERNE PROVIDED THE BOARD WITH HIS REPORT ON THE ORGANIZATIONAL AND STAFFING STRUCTURE ANALYSIS OF THE WASHINGTON COUNTY PUBLIC WORKS DEPARTMENT AND WENT OVER THE INFORMATION IN THE REPORT:

- A. BACKGROUND IN CONDUCTING THE STUDY
- B. WHY THE STUDY WAS CONDUCTED
- C. WHAT DID HE FIND/STRENGTHS OF THE DEPARTMENT
- D. WHAT DID HE FIND/AREAS FOR IMPROVEMENT
- E. RECOMMENDATIONS DESIGNED TO MEET THESE PARAMETERS:
  1. LITTLE OR NO COST TO THE COUNTY
  2. REALISTIC AND CAN ACTUALLY BE IMPLEMENTED
  3. BENCHMARKS, GOALS AND OTHER STANDARDS ARE DEVELOPED INTERNALLY WITH INPUT FROM ALL STAFF AT ALL LEVELS IN LIGHT OF THE NEW DIRECTOR'S POSITION
- F. HIS RECOMMENDATIONS:
  1. HIRE A NEW DIRECTOR AS SOON AS POSSIBLE/HE NOTED THIS HAD BEEN DONE
  2. TASK THE DIRECTOR WITH SHORT RANGE GOALS:
    - A. MEET COLLECTIVELY AND INDIVIDUALLY WITH EACH SUPERVISOR
    - B. MEET DIRECTLY WITH ALL STAFF WITHIN 1ST TWO WEEKS
    - C. EMPHASIZE IMPROVED MORALE AND EMPLOYEE INPUT, BUT ALSO PERFORMANCE MEASUREMENT AND PERFORMANCE STANDARDS
    - D. REVOLVE STAFF AS INITIAL STEP IN CROSS TRAINING
    - E. EMPHASIZE "CHAIN OF COMMAND" AND PRODUCE AN ORGANIZATIONAL CHART
    - F. INSTITUTE REGULAR MONTHLY MEETINGS TO INCLUDE ALL AREAS AND STAFF
    - G. DISSOLVE THE "INFORMAL" NO COMMUNICATION RULES IMMEDIATELY

TASK THE DIRECTOR WITH LONG RANGE GOALS:

- A. CROSS TRAINING
- B. DEVELOPMENT OF BENCHMARKS AND GOAL SETTING
- C. DEVELOPMENT OF AN INCENTIVE PROGRAM TO REWARD EXCELLENT PERFORMANCE
- D. DEVELOPMENT OF A REPORTING MECHANISM TO DETAIL THE DEPARTMENT'S PERFORMANCE OVER TIME BASED ON MEASURABLE GOALS

COMMISSION MUST BE INVOLVED:

- A. MEMO TO STAFF AND WRITTEN GOALS FOR DIRECTOR/

DEPARTMENT

- B. MEET WITH STAFF DURING NEW DIRECTOR'S INTRODUCTION
- C. ENFORCE AND SUPPORT CHAIN OF COMMAND WITHIN THE DEPARTMENT
- D. COMMUNICATE EXPECTATIONS THROUGH NEW DIRECTOR
- E. GIVE DEPARTMENT ABILITY TO MEASURE PERFORMANCE AND HOLD ACCOUNTABLE
- F. DEVELOP FORMAL COMPLAINT'S PROCESS AND SET RESPONSE TIME AND CUSTOMER SERVICE GOALS
- G. PURCHASE OR UPGRADE TO A BETTER WORK ORDER AND PERFORMANCE MEASUREMENT SYSTEM
- H. TASK THE MAINTENANCE SUPERVISOR AND STAFF TO:
  - A. DETERMINE AND FORMALIZE A MINIMUM STOCK INVENTORY
  - B. A MEASUREMENT OF DOWNTOWN IN THE FIELD DUE TO EQUIPMENT FAILURE
  - C. A FIXED SCHEDULE FOR PARTS PICK-UP
- I. SUPERVISORS SHOULD RETAIN VEHICLES-AFTER HOURS ON-CALL (INCLUDE MAINTENANCE SUPERVISOR)
- J. COUNTY SHOULD PURCHASE OWN TOOLS AND TIRE MACHINE

DISCUSSION WAS HELD ON THE INVENTORY REFERENCED IN THE REPORT. MATHERNE ADVISED THERE WAS NO INVENTORY KEPT ON MINOR ITEMS AND THERE SHOULD BE ONE READILY AVAILABLE.

THE PUBLIC WORKS DIRECTOR, ED MINER, ADDRESSED THIS BEING PART OF THE EVOLUTION THAT HAS COME FORWARD AND THERE IS NO ACCURATE INVENTORY OF THE PARTS AT THE PRESENT TIME. HE EMPHASIZED THE NEED FOR TRAINING, EQUIPMENT AND A LOT OF RESEARCH TO CORRECT THIS ISSUE.

GEORGE ROGERS AND ROBERT HARCUS, PUBLIC WORKS SUPERVISORS, AND EDDIE RILEY, SHOP FOREMAN, WERE PRESENT AT THE WORKSHOP AND WERE ASKED THEIR FEELINGS PERTAINING TO THE REPORT AND HOW FAR THE BOARD SHOULD GO TO IMPLEMENT IT. ALL THREE AGREED IT WAS A GOOD REPORT AND AND REQUESTED THE RECOMMENDATIONS BE IMPLEMENTED; HOWEVER, THE POLICY NEEDED TO BE SPELLED OUT MORE CLEARLY, PLACED IN A WAY THEY CAN FOLLOW IT, THE CHAIN OF COMMAND BE ADHERED TO AND COUNTY POLICY ADOPTED IN ORDER TO IMPLEMENT THE RECOMMENDATIONS IN THE STUDY.

MINER ADDRESSED SEVERAL ISSUES:

1. HE DID NOT FEEL, AT THIS TIME, HE COULD SUPPORT THE TRANS-FERRING OF THE PUBLIC WORKS SUPERVISORS BACK AND FORTH.
2. A CALLING LOG FORM HAD BEEN IMPLEMENTED ALREADY TO TRACK HOW MANY CALLS CAME IN, THE NATURE OF THE CALLS AND WHEN THEY CAME IN; THE FOLLOW UP CALLS REFERENCED IN THE STUDY IS ALL THAT WAS LEFT OUT.
3. THE COOPERATION AND MORALE OF THE COUNTY EMPLOYEES AT PUBLIC WORKS IS BETTER THAN WHEN HE FIRST STARTED.

THE COMMISSIONERS VOICED THEIR OPINION:

1. COMMISSIONER COPE FELT THE REPORT WAS A GOOD REPORT; HOWEVER, THE BOARD NEEDS TIME TO GO THROUGH THE REPORT AS WELL AS WORK ON THE MORALE OF THE EMPLOYEES.
2. CHAIRMAN FINCH FELT THE HIRING OF THE PUBLIC WORKS DIRECTOR WAS A POSITIVE; IT WILL BE LEFT TO THE COMMISSIONERS TO COME TO AN UNDERSTANDING ON HOW THEY WANT TO ADDRESS ISSUES, WHETHER TO GO THROUGH THE PUBLIC WORKS DIRECTOR OR GO THROUGH THE EMPLOYEES, WITH IT BEING NECESSARY FOR ALL COMMISSIONERS TO ADDRESS ISSUES THE SAME WAY. HE FEELS THE IMPLEMENTATION OF THE GRADING AND MAINTENANCE OF THE ROADS SHOULD BE LEFT UP TO THE PUBLIC WORKS DIRECTOR.
3. COMMISSIONER BROCK WAS DISAPPOINTED, AT THE PRESENT TIME, DUE TO HIM STILL NOT HAVING ANY ROADS GRADED. HE VOICED HIS OPPOSITION WITH ROTATION OF WORK IN EACH DISTRICT BEING CHANGED AND FELT EVERYBODY IN EVERY DISTRICT SHOULD BE TREATED EQUALLY.
4. COMMISSIONER ENFINGER AND COMMISSIONER FINCH FELT THE NEED FOR SOME TYPE OF FORMAL REPORTING MECHANISM BE PUT INTO PLACE SO AT THE END OF EACH MONTH

THE BOARD COULD SEE HOW MANY COMPLAINTS HAVE BEEN RECEIVED AND IF AND HOW THEY HAVE BEEN TAKEN CARE OF, ETC.

5. COMMISSIONER HALL FELT THE REPORT WAS GOOD AND THE BOARD NEEDED TO FOLLOW THROUGH WITH IT. HE ADDRESSED THE NEED FOR A TRAFFIC COUNT TO BE DONE ON ALL THE COUNTY MAINTAINED ROADS TO DETERMINE HOW THE ROADS SHOULD BE PRIORITIZED. HE REFERENCED CREEK ROAD IN HIS DISTRICT NOT GETTING ANY MORE ATTENTION THAN OTHER ROADS; HOWEVER, IT HAS MORE TRAFFIC THAN ANY OTHER ROAD IN HIS DISTRICT.

MATHERNE RESPONDED TO THE ISSUE OF TRACKING COMPLAINTS: THE DEPARTMENT WOULD NEED TO BE PROVIDED THE TOOLS TO GIVE THE BOARD THE INFORMATION THEY EXPECT FROM THE DEPARTMENT; IF THE DEPARTMENT DOESN'T HANDLE PROBLEMS AS QUICKLY AS THEY SHOULD, THE BOARD COULD THEN HOLD THEM ACCOUNTABLE AND WILL HAVE THE STATISTICS TO REVIEW. HE ADDRESSED THE NEED TO LOOK AT WHAT TYPE OF INFORMATION THE BOARD IS WANTING TO TRACK, GET THE DATA BASE SYSTEM NEEDED AND REVIEW IT PERIODICALLY.

WHEN QUESTIONED BY COMMISSIONER ENFINGER ON THE NEED TO GO THROUGH MINER WITH EVERY LITTLE REQUEST A COMMISSIONER MAY HAVE FOR AN EMPLOYEE TO DO WHILE WORKING IN THEIR DISTRICT, MINER RESPONDED HE WOULD ONLY NEED TO KNOW ANYTHING THAT WOULD HAVE A SIGNIFICANT IMPACT.

COMMISSIONER COPE ADDRESSED THE NEED FOR LONG RANGE PLANNING SO EACH COMMISSIONER WOULD KNOW WHAT WAS GOING TO BE DONE WHEN THE EQUIPMENT WAS SCHEDULED IN THEIR DISTRICT.

COMMISSIONER ENFINGER RECOMMENDED THE BOARD ADOPT THE POLICY AND LET MINER GO THROUGH IT AND PRIORITIZE THE RECOMMENDATIONS IN THE REPORT.

MATHERNE RECOMMENDED THE BOARD TRY, ON A TRIAL BASIS, TO ROUTE THINGS THROUGH THE PUBLIC WORKS DIRECTOR; IF THEY ARE NOT GETTING THE RESULTS THEY WANT, THEN TRY TO FIND OUT WHY. HE ALSO ADDRESSED PEOPLE WHO COMPLAIN SHOULDN'T GET ANY HIGHER SERVICE THAN PEOPLE WHO DON'T.

COMMISSIONER FINCH REQUESTED MINER SEE WHAT TYPE OF DATA BASE WAS NEEDED TO HELP PUBLIC WORKS IMPLEMENT SOME OF THE RECOMMENDATIONS LISTED IN THE REPORT.

DAVID CORBIN, PARKS AND RECREATION DIRECTOR, ADDRESSED THE BOARD ON THE MORALE DROPPING OVER THE LAST THREE TO FIVE YEARS AND THE NEED TO FACE PROBLEMS AND RESOLVE THEM; HIS INVENTORY IS ON A COMPUTER DISC; HE IS BACKED UP WITH PROJECTS AND HAS TO ASK FOR EXTENSIONS. HE ADDRESSED THE NEED TO HAVE A PLAN, GET A MONTHLY REPORT FROM MINER, WORK ON THE MORALE AND GET THE EQUIPMENT INVENTORY DONE.

COMMISSIONER FINCH PROVIDED THE BOARD A LIST OF PROJECTS THE COUNTY HAS UNDERWAY AND DOESN'T FEEL THERE IS ANY WAY ALL OF THEM CAN BE ACCOMPLISHED BY THEIR DEADLINE DATES UNLESS THERE IS A LOT OF PLANNING AND THE BOARD WORKS TOGETHER. FINCH ADDRESSED THE NEED FOR CORBIN TO BE RESPONSIBLE FOR THE SCHEDULING OF INMATES AND GAVE HIM PERMISSION TO USE HIS DISTRICT CREW ELSEWHERE IF NECESSARY.

CORBIN ADDRESSED THE INMATE CREWS' TIME BEING TIED UP QUITE A BIT WITH TAKING CARE OF COUNTY BUILDINGS; SETTING UP AND CLEANING UP FOR THE RENTAL OF THE AG CENTER IS TAKING A CONSIDERABLE AMOUNT OF THEIR TIME AND NOW HIS DEPARTMENT HAS BEEN ASSIGNED TO TAKE CARE OF THE RENTAL OF RECREATIONAL AREAS IN THE COUNTY.

DISCUSSION WAS HELD ON HIRING TEMPORARY PEOPLE FOR GRADING OF ROADS. THE BOARD'S CONSENSUS WAS TO GIVE MINER AUTHORITY TO REVIEW HIS BUDGET TO SEE IF FUNDING WAS AVAILABLE TO HIRE SOME TEMPORARY PEOPLE, POSSIBLY RETIREES, WHO ARE ALREADY TRAINED TO OPERATE A PIECE OF EQUIPMENT TO GRADE ROADS.

COMMISSIONER HALL QUESTIONED IF IT WOULD BE APPROPRIATE FOR THE BOARD TO TAKE ACTION TO ALLOW HIM TO PUT MILLED ASPHALT AT GRANDVIEW ADULT LIVING FACILITY ON HIGHWAY 280. DISCUSSION WAS HELD ON WHETHER IT WOULD BE APPROPRIATE DUE TO THIS MEETING BEING ADVERTISED AS A WORKSHOP. ADMINISTRATOR HERBERT ADVISED ATTORNEY HOLLEY HAD SAID WHEN THE BOARD COMES TOGETHER, THEY CAN TAKE ACTION. COMMISSIONER HALL OFFERED A MOTION, SECONDED BY COMMISSIONER ENFINGER

AND CARRIED TO APPROVE OF PUTTING DOWN MILLED ASPHALT AT GRANDVIEW ADULT LIVING FACILITY ON HIGHWAY 280.

WHEN HARCUS, RILEY AND ROGERS WERE ASKED WHAT THEY WOULD LIKE TO SEE THE BOARD DO, ROGERS ADDRESSED HIRING MORE PEOPLE FOR FLAGMAN. DISCUSSION WAS HELD ON WASHINGTON CORRECTIONAL INSTITUTE SAYING INMATES CAN BE USED AS FLAGMAN AND CARYVILLE CORRECTIONAL INSTITUTE SAYING THEY CAN'T.

DAVID CORBIN EXPLAINED THE INMATE SUPERVISORS WERE BEING TRAINED AS FLAGMAN AND THEY WOULD THEN TRAIN THEIR INMATES ON THE JOB SITES. HE ALSO ADVISED THE INMATES WOULD HAVE TO BE PROVIDED WITH WALKIE TALKIES.

MANAGERIALLY AND LIABILITY WISE, PUBLIC WORKS DIRECTOR MINER ADVISED THE BOARD THEY WOULD BE BETTER OFF USING LABOR FORCES FOR FLAGMAN.

HARCUS ADDRESSED THE NEED FOR THE PUBLIC WORKS SUPERVISORS TO KNOW WHERE THEIR ORDERS WOULD BE COMING FROM. DISCUSSION WAS HELD WITH MINER AGREEING TO PROVIDE THE COMMISSIONERS WITH WORK ORDERS TO USE WHEN THEY HAVE SMALL ITEMS FOR PUBLIC WORKS TO TAKE CARE OF.

HARCUS REITERATED THE NEED TO KNOW WHERE THEIR ORDERS WERE TO COME FROM. DISCUSSION WAS HELD WITH THE BOARD'S CONSENSUS TO GO THROUGH ED MINER OR DEBBIE RILEY AT PUBLIC WORKS IF THEY HAVE ANYTHING THEY WOULD LIKE DONE IN THEIR DISTRICT. COMMISSIONER ENFINGER AGREED TO WITHDRAW HIS PREVIOUS REQUEST TO GO THROUGH THE EMPLOYEES FOR SMALL ITEMS HE WANTED DONE WHILE THEY WERE WORKING IN HIS DISTRICT.

DISCUSSION WAS HELD ON THE NEED TO LOOK AT SETTING UP A SEPARATE BUDGET FOR BRIDGES. COMMISSIONER FINCH ADVISED THE FL-DOT HAS A LOG ON ALL BRIDGES OVER 20' LONG AND THE BRIDGES ARE SUPPOSE TO BE ON A STATEWIDE PROGRAM.

COMMISSIONER BROCK AGREED TO GIVE THE PLAN TO GO THROUGH DEBBIE OR PUBLIC WORKS DIRECTOR MINER FOR ANY WORK THEY WANT DONE IN THEIR DISTRICT A CHANCE.

MATHERNE REITERATED THE ISSUE OF THE BOARD HIRING A PROFESSIONAL DIRECTOR AND THEY SHOULD TASK HIM TO DO WHAT THEY ARE WANTING TO GET DONE; IF THEY ARE NOT SATISFIED WITH HIS PERFORMANCE AFTER A YEAR, THEN DO SOMETHING ABOUT IT. HE ADDRESSED IF WASHINGTON COUNTY IS GOING TO MOVE FORWARD AND DEAL WITH FUTURE GROWTH, THEY WILL NEED TO START TRANSITIONING TOWARDS MORE OF A SYSTEM WHERE THINGS GO THROUGH THE PUBLIC WORKS DIRECTOR WITH THE DIRECTOR REPORTING THE RESULTS BACK TO THE BOARD AND IF THE BOARD IS NOT HAPPY WITH THEM, IMPLEMENT CHANGES AND LET THE DIRECTOR KNOW THEY ARE DISSATISFIED.

MATHERNE ALSO ADDRESSED IT TAKING THE CITIZENS SOME TIME TO LEARN THE NEW SYSTEM DUE TO THEM BEING USE TO CALLING THEIR COMMISSIONERS BUT FEELS LIKE THE COMPLAINT LOG AND FOLLOW UP PROCESS WOULD BE BENEFICIAL.

MINER ADDRESSED MANAGERIALLY FOR THE ROAD SYSTEM, IT WOULD BE BETTER IF THERE WAS A COUNTY WIDE ROAD SYSTEM SO SCHEDULING AND PRIORITIZING COULD BE DONE. THE CHAIRMAN REQUESTED MINER PRESENT INFORMATION ON PRIORITIZING COUNTY WIDE ROAD PROJECTS AND PRESENT IT TO THE BOARD AT THEIR FEBRUARY OR MARCH MEETING.

CHAIRMAN FINCH ADJOURNED THE MEETING. ATTEST:\_\_\_\_\_

\_\_\_\_\_  
CLERK  
ATTEST:\_\_\_\_\_

CHAIRMAN

DEPUTY CLERK

\*END OF MINUTES\* FOR 01/07/02