

## MINUTES

MINUTES OF THE WORK SESSION OF THE MAYOR AND COUNCIL OF THE CITY OF BISBEE, COUNTY OF COCHISE, STATE OF ARIZONA, HELD ON THURSDAY, NOVEMBER 3, 2011 AT 5:30 PM IN THE BISBEE MUNICIPAL BUILDING, 118 ARIZONA STREET, BISBEE, ARIZONA.

THE MEETING WAS CALLED TO ORDER BY MAYOR PORTER AT 5:30 PM.

### ROLL CALL

#### COUNCIL

Councilmember Boyd Nicholl, Ward I  
Councilmember Bennie Scott, Ward III, Mayor Pro Tempore  
Councilmember Luche Giacomino, Ward II  
Mayor W.J. "Jack" Porter  
Councilmember Anna Cline, Ward III  
Councilmember Ransom Burke, Ward II  
Councilmember Ken Budge, Ward I                      EXCUSED

#### STAFF

Stephen J. Pauken, City Manager  
Gloria P. Gonzalez, City Clerk  
Dee L. Flanagan, Finance Director  
Jack Earnest, Fire Chief  
Jennifer L. Graeme, Personnel Director  
Peg White, Library Director

#### CITY ATTORNEY

John A. MacKinnon    EXCUSED

THE FOLLOWING ITEMS WERE DISCUSSED AND/OR CONSIDERED AT THIS MEETING:

1. Discussion of the Functions and Goals for the Personnel Department.  
Stephen J. Pauken, City Manager

Ms. Graeme provided an overview of the Personnel Department. She explained that as Personnel Director, she was responsible for the administration of the Personnel System and the mission of the department to ensure the effective and efficient use of human resources to achieve the goals of the City. In addition, she provides administrative support for both the City Manager and City Attorney. She also oversees the Information Systems, serving not only as the liaison for the IT consultant but resolves computer issues that may arise that are within her capabilities prior to contacting the IT consultant. After City Hall had been broken into multiple times; she assumed the responsibility to oversee the security of the facility and has provided assistance to increase the security of the other City properties. She conveyed that City employees were one of the City's most important resources and without them many services could not be provided to the citizens. She advised that not only had reduction in staffing over the past several years occurred, there had been an increase in voluntary separations this calendar year.

The goal of the Department is to increase employee morale and reduce the rate of turnover. One goal is to continue to arrange for pertussis vaccinations and flu shots at no cost to the employee and schedule continuing education classes at no cost to the City. She explained that in the coming months, she would perform "stay interviews", as opposed to an exit interview; a stay interview would gather information from employees to determine why they remained with City employment. She added that while hours were reduced at the Library, recycling collections and processing efforts saw a tremendous increase. The Spillman System may have reduced staffing needs at the Police department; the number of Ambulance

Transfers had increased at the Fire Department which has proven the phrase “do more with less”. She explained that from her perspective, employees in every department were stretched and strived to “do more with less and be grateful for a job”. She believed this was one reason for a large number of resignations as well as the lack of funding for employee increases. She commented that the majority of City employees were living on somewhat of a “fixed income” since the last increase was in 2008. Attracting and retaining quality employees has become more of a challenge. She added that the comprehensive benefits package had provided a reprieve for this challenge, but the concern over the loss of benefits had been expressed during the exit interviews. She explained that although the City of Bisbee covered the employee cost for the “core” health insurance plan, the quality of this employer provided benefit had eroded over the years as well as employee contributions to State Retirement had increased. She provided an overview of the costs associated with the payout of unused paid time off and a great deal of staff time to recruit, hire and train. She commented that staff was not unwilling to perform the extra tasks when called upon, but the matter of the time involved and the personnel available was a big factor.

Councilmember Giacomino asked if copies of the Stay Interview would be available to Council. Ms. Graeme replied that copies would be provided and the data would be broken down to the longevity of the employee.

Mayor Porter asked if the moral of City employees was high or low and if so why, and if it was just about pay. Ms. Graeme replied that it was not just about pay, but there was some financial stress. She added that the attractiveness of public sector was not what it used to be. In the past, many people wanted to work for the public sector because of its stability and good benefits, but this was no longer the case.

Mayor Porter asked how much it would cost the City for a 1% pay increase. Mr. Pauken replied that the figures might be out of date, but the last general increase was 3% which was \$110,000.

Councilmember Nicholl commented that he did not want to sit on Council and feel that he was the bad guy. The attack on the positions were not coming from this Council, but from the State of Arizona, Federal Government and an entire movement that would like to bankrupt not only this City, but other Cities as well. He commented that he would love to give the employees a raise, but the money was just not there. He commented that everyone had to stand together to make it work because the situation was very serious.

Mr. Pauken explained that one of two things helped considerably. When he arrived there was a Public Works Director, a Deputy Public Works, supervisors for each of its departments, but today this no longer existed - these functions were now overseen by Andy. He explained that this helped streamline local government and continue to function at the same level by being smarter to perform the tasks, which resulted in a positive outcome. The City had to adapt and have been able to accomplish the mission. He added the City needed to know what the employees do, but also recognize the challenges that would impact the future during the next budget and in the future.

Councilmember Nicholl commented that Council noticed how hard employees worked and how the mission had been streamlined, and conveyed his appreciation of the employees.

Councilmember Scott also expressed his appreciation of the employees. He commented that the City may not be rich, but he was proud of what they did for the public.

Councilmember Burke expressed that he dealt with employees and department heads, who were not exempt from overextending themselves and multi-tasking to achieve the goals for the community. He commended the employees that had enlarged their tasks and skills in addition to their regular duties and also thanked the Department Heads to ensure that all this was managed, balanced and somehow achieved.

2. Discussion of the Functions and Goals for the Library Department.  
Stephen J. Pauken, City Manager

Ms. White, Library Director presented an overview of the Library Department in three segments, the history, the challenges and the goals. She summarized the history of the Library and explained that it was the oldest public Library in Arizona. She added that it was originally established to elevate the culture, education, civility, diversion and to provide a Community Center, Reading Room and Game Room for the public. She explained the impact of the reduction in staff and hours due to budgetary constraints and were sharing duties at the Circulation desk and other tasks at hand. She explained that the mission of the Library had increased in the last few years because of the introduction of new technology and it's continuing changes. She said the downloading of e-books and audio books had increased. She provided a detailed overview of the functions associated with the collection maintenance, technical services, administration, Grant Writing and technology implementation, as well as statistical data.

Ms. White advised that the Library not only served Bisbee residents, but also served many patrons worldwide. She explained her plan for the future through providing more technology to the public, more online services, link social media and open source software but that these goals also had many challenges which included budget, space, funding to keep up with technology and users, change in traditional publishing models and staff training to name a few.

Councilmember Giacomino commented on the figures quoted and asked if these were residents that returned on a daily basis to the Library and if they figured in on the percentage basis for those numbers of visitors to the Library. Ms. White replied that these measures were hash marks which were people who walked in the doors, but was sure that the majority of visitors were local.

Councilmember Scott commented that he did not realize that the Library had that many visitors and asked if they had children's program. Ms White replied that the Children's Program were available every Friday from 10:30 to 11:30 am and a reading program that was offered for nine weeks in the summer.

Councilmember Cline commented that she was always amazed at the materials and services provided on such limited resources and staff.

Councilmember Burke supported the Library and as Liaison to the Library Advisory Board, enjoyed it very much. He said that Council would find the resources that were needed and promised to provide the citizens the services to re-ignite and would be coming up with creative solutions.

Mr. Pauken commented that the collection process for the Library was half of what it was in the past.

MOTION: Mayor Porter moved to adjourn the meeting.

SECOND: Councilmember Burke.

MOTION PASSED: UNANIMOUSLY.

ADJOURNMENT: 7:00 PM.

---

Bennie Scott, Mayor Pro Tempore