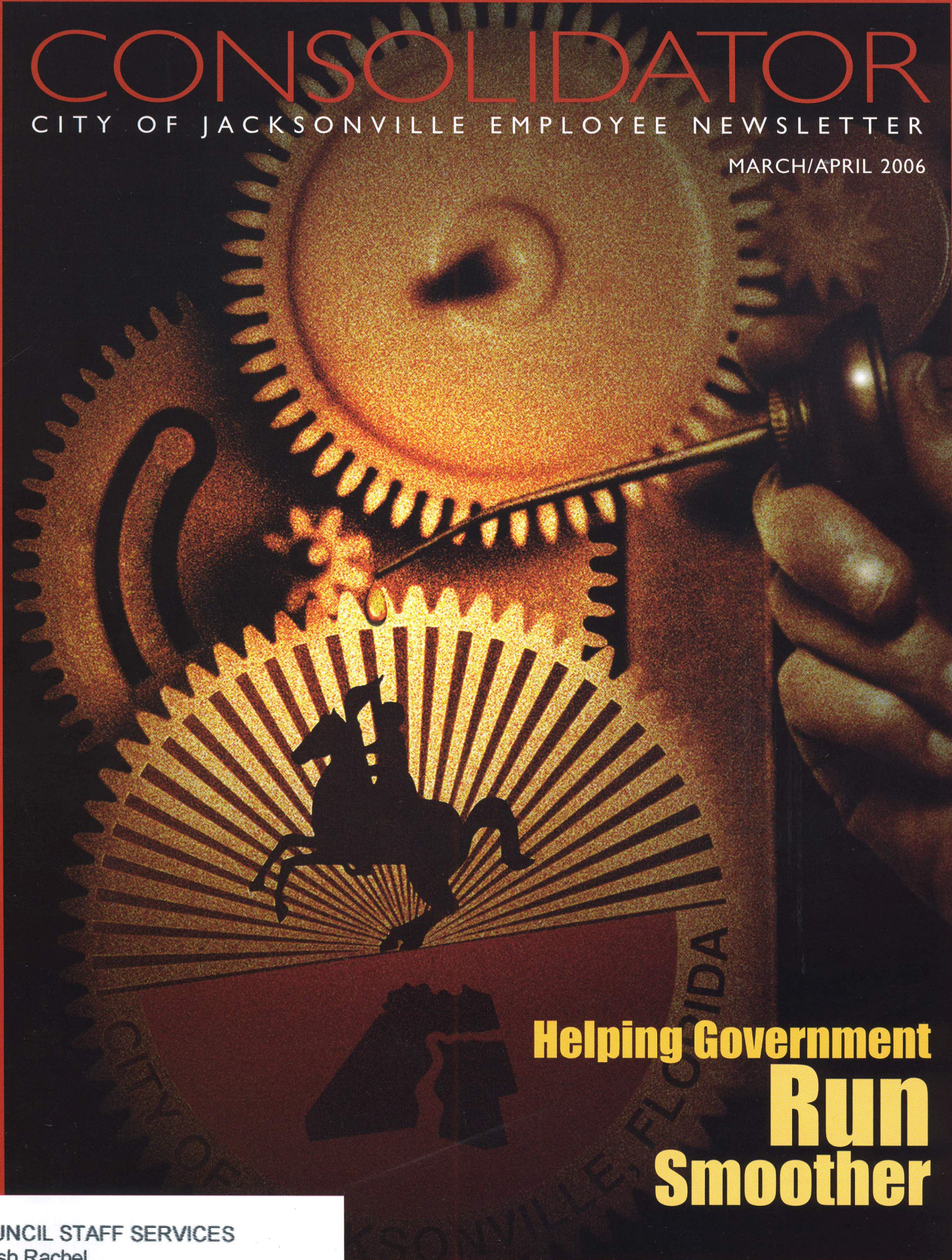


CONSOLIDATOR

CITY OF JACKSONVILLE EMPLOYEE NEWSLETTER

MARCH/APRIL 2006



**Helping Government
Run
Smoother**

COUNCIL STAFF SERVICES
Welsh Rachel
CCSS011AD

from the desk of the

MAYOR

Dear Fellow City Employees:



In October, I announced the beginning of a citywide organizational effectiveness review designed to streamline city government's policies, procedures and practices. This comprehensive assessment builds upon the changes I've already undertaken to make our government more effective and efficient by identifying further opportunities to eliminate duplication and utilize technology to help all of us provide better customer service.

This process gives us all a chance to think about how to do a better job. Reviews are either completed or planned for all city departments, and the outcomes will enable us to be even better

stewards of the taxpayers' money. To date, we have identified \$1.3 million in potential savings to be achieved by combining functions and eliminating redundancies throughout government.

I am confident that our government will emerge stronger as a result of our honest assessment, hard work and willingness to change. I appreciate your understanding and support during this period. Thank you for all you do for our citizens and our city every day.

P.S. Although we're retiring our old city logo in favor of "Jacksonville: Where Florida Begins," we put it to work one more time on the cover of this edition of Consolidator.

Best regards,

John Peyton
Mayor

Jacksonville
Where Florida Begins.

SERVING YOU, MEETING TODAY'S CHALLENGES, FOCUSING ON THE FUTURE.

ON THE COVER:

The Mayor's Organizational Effectiveness Review is studying city agencies to increase cost savings and efficiency. See page 4.

CONSOLIDATOR

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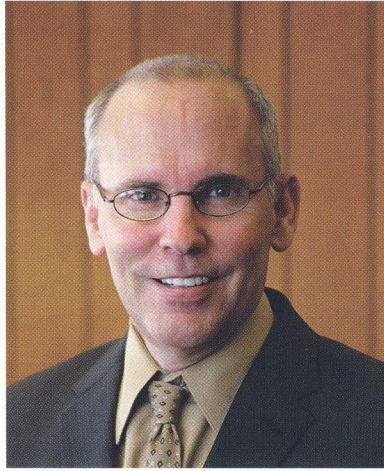
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Alan Mosley Named Chief Operating Officer

Welcome Aboard!

Mayor John Peyton has named **Alan Mosley** to the newly created position of the city's chief operating officer. Mosley had been Public Works Department director. **Ed Hall**, Public Works deputy director, has assumed the director's duties until a replacement is named.

Mosley, whose new position reports directly to the mayor, became Public Works director in January 2005. He was previously president of Kloss, Mosley and Associates, a locally owned company providing engineering and construction management services. His professional career has included service at JEA and St. Johns



Engineering, as well as previous service as city engineer and chief of the Utilities Engineering Division. Mosley is a registered professional engineer and member of the National Society of Professional Engineers.

Dan Kleman, the city's chief administrative officer, will continue oversight of the departments of Administration and Finance and Fire and Rescue. He will also manage critical initiatives such as a review of solid waste, the continuing implementation of an enhanced CIP process, the citywide organizational effectiveness reviews and other special projects, and will be the mayor's liaison to the Jacksonville Economic Development Commission and JEA.

Houston, We Have a Victory for Fleet.

Third Time's a Charm

The last time Consolidator printed a story about Fleet Management, it covered Division Chief **Sam Houston's** quest for top honors in the Fleet Masters competition.

"I want that first-place trophy," he said in last year's May/June issue.

Houston already had two runner-up trophies, and he didn't want any more second-place finishes. Well, he wasn't denied.

Houston recently hoisted the first-place trophy right here in Jacksonville, which hosted the national conference for the Association of Equipment Management Professionals (AEMP) and Construction Equipment Magazine. AEMP partners with the trade publication to produce the Fleet Masters competition, which recognizes best practices in equipment management.

Houston's three and a half years as chief of Fleet Management have yielded innovation, cash savings and improved efficiency, which led to the victory.

"It's not the norm for someone to come in and trim \$2 million from the budget," said Stan Orr, AEMP's executive director.

Stepping up to the plate for the third year running, Houston said he made sure his Fleet Masters entry was more detailed than ever. He enlisted the expertise of Assistant Chief **Cris Tongol** to package the information, including graphics, into a half-inch booklet that told how Houston and his entire division saved the city money.

Fleet Management did so by reducing the outsourcing of brake jobs and tire services, building a remote fueling facility that provides low-cost gas to the division's vehicles, selling Fleet's services to the Florida Department of

Transportation to maintain the state's locally based vehicles, reducing by half the time it takes to complete 75 percent of Fleet's work orders, reducing downtime by offering an overnight mobile fueling service so vehicles are ready to go first thing in the morning, and using advance purchasing of its current inventory of tires before prices escalated in late 2005.

The division also launched a five-year vehicle replacement plan for the Jacksonville Sheriff's Office, using the more cost-effective Chevrolet Impalas to replace JSO's aging fleet of Ford Crown Victoria cruisers - a plan that will yield \$1.8 million in cumulative savings by the end of this fiscal year and \$2.3 million by the end of FY 2008.



Sam Houston, chief of the Fleet Management Division, accepts the Fleet Masters competition First Place trophy from **Marilyn Rawlings**, president of the Association of Equipment Management Professionals.

Making City Government Well-Oiled Machine

Better. Faster. Cheaper. Since Day One of his administration, Mayor John Peyton has worked to streamline city government and make it more responsive to citizens. With the mayor's citywide Organizational Effectiveness Review now well under way, that may mean adjustments, or even big changes, for some city workers.

Reviews of two city organizations revealed that the city could save nearly \$1.3 million by combining functions and eliminating redundancy. Employees affected by the recommended changes may be relocated to other areas, have a different reporting structure or, in some cases, have different jobs. They may also use new methods to measure progress, adopt new software tools or work creatively with other city divisions to accomplish departmental goals.

The changes are all part of the effort to run government more like a business. Charged with determining where the city could save money and run government more like a business, the Organizational Effectiveness Review team is systematically analyzing all city departments and agencies. Each review normally takes between one and three weeks to complete.

"This comprehensive review will build upon the changes I've already undertaken to make city government more effective and efficient," Peyton said last September when he announced the effort. "It will also enable us to be even better stewards of the taxpayers' money by implementing the financial policy changes I initiated in the fiscal year 2005-06 budget."

The Nuts and Bolts

The plan is to conduct the review in two phases. The first will wrap up April 15 and the second will finish Dec. 31. The Jacksonville Children's Commission (JCC), the Jacksonville Housing Commission and the Department of Public Works were the first organizations studied. Also on the team's Phase One agenda are the Jacksonville Public

Library, the Community Services Department and the Human Resources Division of the Administration and Finance Department.

The remaining city departments, including Procurement and Supply; Parks, Recreation, Entertainment and Conservation; and the Jacksonville Human Rights Commission will be completed in Phase Two.

Spearheaded by mayoral staffer **Kerri Stewart**, the project review team is augmented by two special purpose employees and representatives from the Management Analysis, Human Resources, Information Technologies, Accounting and Budget divisions. Stewart, who is on special assignment to the initiative, has significant experience as a project manager in the private sector and filled a similar role on the mayor's transition team. Other staff or resources may be added as needs arise.

In each review, the team interviews the director, chiefs, managers and, in some cases, individual employees. Audits are conducted to determine unit cost analysis, the ratio of administrative costs to outputs and financial data. Stewart said some issues that are cross-departmental or processes and procedures will be placed in a "parking lot" to be addressed at a later time. Department and division reviews may be delayed or accelerated to accommodate the administration's priorities.

Once the review is complete and approved by the Mayor's Office, the department's director will speak with his or her employees about the results before the review is made public. Changes will be implemented according to the director's timeline and discretion.

Streamlining to Eliminate "Mission Creep" and Redundancy

The project review team took a hard look at the missions, responsibilities and goals of the Children's Commission and the Public Works Department for a phenomenon known as "mission creep," which occurs when organizations exceed their scope of services and take on responsibilities that aren't part of their core mission.

"It's important for organizations to assess where retooling of their core business processes may be necessary," said Stewart. "We should always be asking, 'Are we doing what the taxpayer expects us to do, or are we doing more than we should and, therefore, being less effective at the things people expect us to be good at?'"

ment Run Like A

In the case of the JCC, the review team identified examples of "mission creep." A parent education and skill enhancement program named Project Succeed is a course for parents with children in subsidized child care. The JCC received a grant from the Duval County School Board to administer the program, taught at Ribault High School. The review team determined that, while a worthy endeavor, it was beyond the scope of the JCC's mission. That recommendation will result in \$175,000 and four part-time grant positions being transferred to the school board by July.

In other cases, the review team identified areas where functions could be streamlined and consolidated into one division or department. In Public Works, the team found that all six of its divisions had separate administrative groups. The team recommended that all administrative job functions be handled out of the Director's Office. A transfer of this kind involved shifting personnel between divisions and also required a budget transfer, which meant legislative action. The City Council is expected to consider legislation in the coming weeks to finalize the transfer.

Other functions, such as landscaping and surveying, were also duplicated department-wide. The Public Buildings and Streets and Drainage divisions both mow and landscape along streets, intersections and rights of way, sometimes on the same streets. Consolidating these functions will result in a \$241,945 savings in labor costs. Likewise, the review team recommended that surveying functions in the Streets and Drainage and Engineering divisions be consolidated under Engineering. That consolidation will save \$205,700.

As part of the review, JCC also found redundancy in its

case management services for children in foster care. A team of five social workers had been assigned to track and visit foster care children in their assigned child care centers.

The review revealed that the Department of Children and Families and community-based care organizations were also performing that function, and JCC staff efforts were duplicative. As a result, JCC Chief Executive Officer **Linda Lanier** said the JCC eliminated those five positions and those funds will be returned to the funder, the Early Learning Coalition of Duval, to be redirected toward other early learning initiatives.

"Nobody had previously called it into question," said Lanier "It wasn't until we had this opportunity to pause and look at every single deliverable that we discovered other entities were doing the same work for these families."

Thinking Outside the Box

But restructuring and cutbacks aren't the only strategies under consideration by the review team. A number of innovative ideas also on the table are designed to enable city

departments to build a more efficient organization and serve taxpayers better.

Technological innovation and state-of-the-art software will play a big role in streamlining JCC and Public Works. Within JCC, the Information Technologies Division (ITD) has been tapped with consolidating three different databases into one to track all JCC clients from birth to adulthood. A separate child care provider reimbursement system will be modified to keep error rates and processing cycle times to a minimum. Public Works will be implementing a department-wide technology plan to better track its assets and building systems. Maximo, a project management system, will replace the outdated legacy software system, and SAFER, a satellite vehicle tracking system, will enable man-



Kerri Stewart

“We should always be asking, ‘Are we doing what the taxpayer expects us to do, or are we doing more than we should and, therefore, being less effective at the things people expect us to be good at?’” - **Kerri Stewart**

agers to locate fleet assets and deploy personnel to sites more quickly. A standardized employee time input system will also be implemented.

“We’re looking at ways to have our inspectors dispatched straight from their homes to the job sites, so they won’t have to commute from a central reporting area,” said **Alan Mosley**, who was director of Public Works until his recent promotion to chief operating officer. “We’re excited about that.”

Another idea - shifting from five eight-hour work days to four 10-hour days - could also play a role in Public Works’ new organizational plan. “We’ve already implemented this in Streets and Drainage and Public Buildings because they’re able to get more done during daylight hours. Now we’re exploring how we can make it happen department-wide. We would still have to have a presence during the Monday through Friday 40-hour work week, so we’ve challenged our people to see how they could make it work,” Mosley said.

Increased use of jail labor for ditch cleaning and other Public Works projects is also expected to save taxpayers almost \$1.5 million. The Jacksonville Sheriff’s Office has agreed to double the number of inmates on loan to the Streets and Drainage Division from 66 to 132 for these projects. This move is expected to reduce the need for contracted workers and increase ditch cleaning productivity by 100 miles annually.

In fact, the city has more than 5,000 miles of ditches to clean every year. Of all the city’s divisions, Streets and Drainage has the largest excess workload. One of the review team’s out-of-the-box recommendations was to partner with community organizations and the city’s Keep Jacksonville Beautiful program to institute a “Ditch Blitz.” This citywide beautification program could assist in alleviating the backlog in a short time.

Beyond the scope of these two organizations, the team is also reviewing the city’s quality training policy. Currently, city employees are required to complete 24 hours of training to be eligible for a half-percent bonus at the end of the year. The team is discussing options for making training more meaningful for employees.

“We’d like to take quality to the next level and offer employees choices that will be meaningful to their career path,” said Stewart. Options under discussion by the team center on offering customer service classes, tying training directly to job-related duties and beefing up the city’s

C.A.R.E. system to replace performance measurement. The team will unveil its quality recommendations when Phase One is complete.

What Can Employees Expect?

For citizens, the review means a more effective government and greater value for their tax dollars. What it means for city employees varies from department to department.

In most cases, employees will continue to perform the same work in the same organization. For some, duties and organizational structure will change or new tools and training opportunities will be made available. Additional positions will undoubtedly be eliminated, but it’s worth noting that in the organizational reviews completed so far, the great majority of those positions have been vacant.

If occupied positions are abolished, the Human Resources staff goes into action to identify other opportunities for those employees. “We will work with any affected employee to identify other opportunities for them within the city,” **Mayor Peyton** said emphatically. “If there’s not an appropriate position for them in the redesigned organization, we will provide resources to assist with their transition to a position outside the government.”

Chief of Human Resources **Adrienne Trott** said that in her experience with reductions in force, most employees who want to remain with the city are able to do so. “In previous situations, like the closing of the print shop,” she said, “most everybody who wanted to be placed was placed.” Recent developments seem to bear out this belief. As a result of changes at the Children’s Commission, for example, HR has already placed six of seven affected employees who wanted to remain with the city, and the seventh is interviewing for several assignments.

But Trott also said employees should be aware that some positions may be within a different job classification or require different qualifications. The earlier an employee starts the job search and the more generic the work is, the greater the likelihood that there will be additional job opportunities. Just as in the business world, departments seeking to fill positions are favorably impressed by enthusiasm, a positive outlook and demonstrated success in a previous job.

As the review continues, Trott and her team are actively working with union leaders to keep them informed and solicit their input, and Mayor Peyton has made communi-

cating changes to employees a priority.

Being Public Trustees

Peyton understands that the thought of being reviewed is unsettling to some employees. "I recognize these are challenging times for employees throughout city government," he said. "I'm grateful for our employees' continued patience and professionalism as we continue this process and I am sure that when all is said and done, our city government will work better for everyone."

The mayor sees another upside to the review. "One of the great things about stepping back and taking a hard look at our business is that all options are on the table," he said. "The review process provides a great forum for employees to make suggestions for improvement. We have had some phenomenal recommendations from the workforce during these last two reviews."

Lanier of the Children's Commission shares the mayor's

commitment to making every dollar count. She recalled a story from her days as executive director of the I.M. Sulzbacher Center for the Homeless which helped her put that into perspective.

"It always helps me to remember that every dollar is tied with a face," said Lanier. "I remember a man at the Sulzbacher Center who was in a wheelchair. After receiving help from us, the man eventually found housing and lived off his disability check. In appreciation for the assistance we had given him, this man continued to come to the center every month to tithe from his check. It wasn't much, but it meant a lot to him. More than that, it reminded us that every dollar came from someone who valued it. Now that the JCC has reorganized, I feel like we're doing the best we can with every tax dollar that has been allocated to us. We have a sense of pride as good trustees of the taxpayers' dollars, and that's a great feeling."

By Jill Leavy



The Organizational Effectiveness Review Team conducts audits to determine unit cost analysis, the ratio of administrative costs to outputs and financial data. Technological innovation and state-of-the-art software will play a big role in streamlining the Jacksonville Children's Commission and Public Works.

"The review process provides a great forum for employees to make suggestions for improvement. We have had some phenomenal recommendations from the workforce during these last two reviews." - Mayor Peyton

Employees Inform Viewers Through Cable TV Shows

Comcast Cable Channel 29 is all community access, all the time, and the city's Public Information Division is all over it.

PIO produces Jax Now, Jax Parks and Our Honor, Your Home, three of the myriad of city government, public-access and educational-access programs that 29 airs – all under the broad umbrella of “community-access broadcasting.” The channel also airs the Jacksonville Children's Commission's Jax Kids, which shares a set, studio and studio crew with PIO's shows.

Jax Now is an even faster-paced magazine-style show than its predecessor, Jax to the Max. It highlights city agencies, services, events, programs and sites. Public Information's **Monica Webb** produces, and Parks and Recreation's **Pam Wilson** and PIO's **John Bracey** co-host the show.

“I'm a work in progress,” said Bracey, a former newspaper reporter and newcomer to broadcast media. “Taking my print background and adapting it to television has been quite an adventure!”

JaxParks accentuates the doings of the city's vast, multi-faceted parks system as it continues its move from the nation's largest urban park system to the best. PIO's **John Farrar** produces the show. Wilson hosts and scripts, produces and even edits many of the show's video features, which spotlight Parks and Recreation's facilities, events, programs and officials.

Wilson and Webb are quite adept at editing - creating polished segments from raw video footage and raw sound, but unsung PIO staffers tape and edit behind the scenes. Every edition of JaxParks, Jax Now, and Our Honor, Your Home owes to the technical wizardry of videographer **Jon Weitz** and master editors **John Howell** and **Sam Vargas**. Weitz shoots video footage for packaged segments, and Howell and Vargas fashion sophisticated segments out of Weitz's footage.

Our Honor, Your Home is the broadcast component of our community's campaign to salute the vast contribution that military personnel and their families make to Jacksonville. Wilson and PIO's **Jackie Green** co-host. Webb produces. “The military is so important to us all,” Webb said, “that Jax Now frequently includes an OHYH segment.”

Webb and Wilson are polished broadcast professionals – Webb with years of producing experience and a background as a television news anchor and reporter; Wilson

with experience as a reporter-at-large for commercial television in and outside of Jacksonville and as a familiar face on Channel 29. Wilson also is a media relations officer for the city.

Jax Kids, like each of PIO's three shows, is a lively, informative half-hour city show. With the Jacksonville Children's Commission's **Lisa Buggs** as producer and host, it offers local experts a worthwhile opportunity to speak about a variety of important issues concerning children and their families.

While Jax Kids and JaxParks are taped once a month for four-week rotations Jax Now shoots twice monthly for two-week rotations. The Our Honor, Your Home cable show tapes periodically and then slides into Jax Now's time slots for a two-week run.

“The Public Information Office's shows, Jax Kids and the many other city shows on Cable Channel 29 give Jacksonville viewers an amazing opportunity to see just what the City of Jacksonville has to offer,” said Division Chief **Dave Roman**. “They provide real insight into city government, and they highlight worthwhile activities and events all through our area in a visually interesting way.”

Offering city government a wealth of free broadcast opportunities is a well-proven way for Comcast to help itself fulfill a federal requirement. “For Comcast, offering the city substantial community-access opportunities has been a great way to benefit the community and meet the mandate,” said Comcast Public Access Coordinator Coby Douglas.

PIO, the Children's Commission, other city organizations, private groups and even plenty of individual residents view their community-access shows on Cable Channel 29 as truly golden opportunities – and they have worked hard to make the very most of them. “We'd hate for you not to know what they are or when which of them are on the air,” Wilson added.

A new Web page, accessible from PIO's home page on www.coj.net, offers a link to Channel 29 broadcast schedules. Watch these spaces. Consult your local listings, in this article and on www.coj.net, and tune right in.

By John Farrar



Videographer Jon Weitz and producer Monica Webb focus on the zoo for a recent Jax Now show.

Here are the broadcast schedules for PIO's regularly scheduled shows - Jax Now, Jax Parks and Our Honor, Your Home, and the Jacksonville Children's Commission's program, Jax Kids.

Broadcast schedules courtesy of Comcast Cable Channel 29 in Jacksonville. Comcast's official air times are in bold, and Comcast has indicated that the other air times are subject to change.

Jax Kids

- Tue: Midnight (late-night Monday), 8 a.m.
- Wed: 2:30 a.m., **7:30 p.m.**
- Thur: Midnight (late-night Wednesday), 3:30 a.m.
- Fri: 5 p.m.

JaxParks

- Mon: 7 a.m.
- Wed: Midnight (late-night Tuesday), 1 a.m., 8 a.m., **5:30 p.m.**
- Fri: Midnight (late-night Wednesday), 8 a.m., 10 p.m.
- Sat: 7 a.m., 3 p.m., 11 p.m.
- Sun: 7 a.m., 3 p.m., 11 p.m.

Jax Now

- Mon: 2 a.m., 9:30 p.m.
- Tue: 5:30 a.m., 5 p.m.
- Thur: Midnight (late-night Wednesday) 8 a.m., **9 p.m.**
- Fri: 5 a.m.
- Sat: Midnight (late-night Friday), 2 a.m., 10 a.m., 6 p.m.
- Sun: 2 a.m., 10 a.m., 6 p.m.

Visit www.coj.net, the city's Web site, to access a chart showing the broadcast schedules for some of Channel 29's community-access programming. Schedules courtesy of Comcast Cable.

Click! Customer Service Online

Click, Click.

Customer service is only a mouse click away for the growing number of visitors to www.coj.net. Since 2003, visits to city Web pages have increased more than 375 percent, soaring to nearly 1.7 million visits last January. If this remarkable upward trend continues as expected, more than 2 million pages will be served to www.coj.net users in a single month before the end of the year.

Information Technologies Division employees come to the rescue of nearly everyone in the city whose computer crashes or who needs hardware or software upgrades or wants a quicker way to accomplish routine tasks. But, equally as important, the ITD staff helps city employees provide better customer service by building and maintaining custom applications for the city's public Web site and its internal Intracity Web site.

Most city employees know about C.A.R.E., the system that allows requests for service and complaints to be tracked from beginning to end. But there are more ways customers can be served online. A lot more.

Traffic and parking citations can be paid online, as can property taxes and building permit fees. Online users can navigate Geographical Information System (GIS) applications to map government services and private businesses, monitor neighborhood building permit activity, locate hurricane evacuation zones and check zoning restrictions. Court and legal documents such as marriage licenses, liens, mortgages and deeds can be searched for and printed at the Duval County Circuit Court's Web site.

Residents who want to comment on legislation pending before City Council but can't attend Council or committee meetings can use an ITD-developed online form to make suggestions or offer comments. Those comments then become part of the Council's official record. Concerned residents can also easily track the progress of legislation without calling Council staff.

At the Jacksonville Public Library site, bibliophiles can search the complete catalog of materials at city libraries, place books on hold, renew items they have checked out and read magazines, newspapers and entire books online.

The Jacksonville Sheriff's Office Web site gives city residents a chance to report crime or offer information about crime without providing a name, generating dozens of invaluable leads and helping solve crimes every month. The site also offers a search feature that provides the status of in-

carcerated guests of the Department of Corrections.

City employees who want to improve customer service skills – a common goal for all of us – should familiarize themselves with online services made available by the Information Technologies Division. By knowing what's on the city's Web site and how to access it quickly, employees save taxpayer time and money. At the same time, they free up other employees to provide other services for more customers.

A new page added to the city's Web site lists many – but by no means all – ITD-developed applications, and links lead to quicker, more efficient online customer service. Take a few minutes to go to the "Doing Business" page on the Public Information Web site and see what's there. If you haven't seen how ITD has been staying on the cutting edge of customer service lately, you'll be impressed.

And more online goodies are on the way. More financial transactions. More paperless ways to apply for city services. More ways to reserve park facilities. More opportunities to provide more service and more information to more customers.

Customer service clearly takes many forms. Online applications developed by ITD dramatically increase our ability to provide better, faster, cheaper customer service. And, of course, that's why we're here.

See: <http://www.coj.net/departments/neighborhoods/public+information/doing+business.htm>



"This looks like a job for....ITD MAN!"

New Council Auditor Follows Stellar Tradition

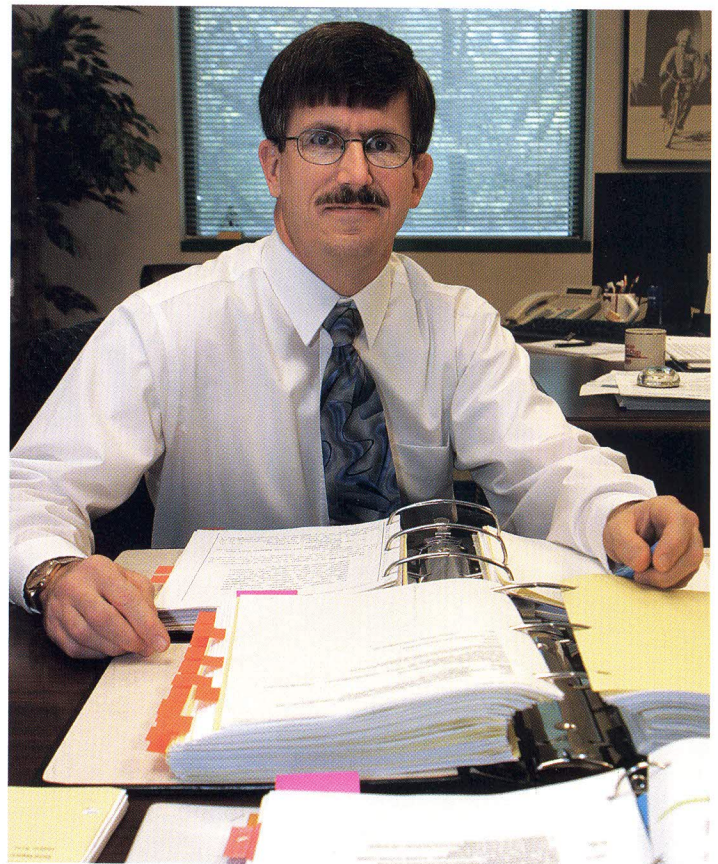
Kirk Sherman has big shoes to fill, and he knows it. But he's ready for the challenge and is eager, in fact, to continue adding to the heritage of his office as the new City Council auditor. Sherman is only the fourth Council auditor since consolidation in 1968, following in the footsteps of Gene McLeod, Bob Johnson and the recently retired Richard Wallace.

Sherman, appointed to the position in January, graduated in 1980 from the University of North Florida with a degree in accounting. One of his professors recommended that he pursue an opening in the Council Auditor's Office, saying it would give him a range of experience in one of the most interesting accounting offices in Jacksonville. That advice proved prophetic.

Sherman entered the office on the bottom rung and worked his way up through the ranks over the past 26 years to the top job after having served for the past three years as an assistant council auditor. He said one of the most interesting and enjoyable aspects of the job is that no two days are ever alike, and the subject matter he gets to investigate ranges as widely as the interests of the 19 Council members he serves. "We are a multi-client auditing firm, and our work brings us into contact with an extremely wide variety of agencies – from airports and seaports to libraries and parks, and from public works and pensions to telecommunications and motor pool. And our project list can change daily, depending on what suddenly becomes important to a Council member."

While the Auditor's Office started out as just that – an internal audit shop – its scope has expanded greatly over the years as councils have come to rely on the auditor's staff in more ways.

"The heart of our function is, of course, auditing, which takes up about 50 percent of our time," said Sherman. "But we now invest the other 50 percent in direct support of the Council's legislative function, in budget oversight and in a variety of one-time special projects." As far as he is concerned, the Council Auditor's Office was set up at the time of consolidation in the best possible way from an organizational standpoint. "We report directly to the board of di-



rectors of our corporation in the form of City Council, not to someone in the executive branch. That gives us the independence to do what needs to be done, and ensures that our audits and reports go directly to the attention of those persons who are directly responsible to the citizens."

That said, Sherman doesn't see his relationship with the city administration or the independent authorities as adversarial. In fact, one of the job's more enjoyable aspects is working with all of those many and varied agencies. "I have gotten to meet an interesting variety of people and learn a great deal about their organizations. That's one of the things I hear from my predecessors – that they miss interacting with the interesting variety of people one meets through the work of our office."

According to Sherman, the mission of the Auditor's Office is simple to describe. Provide all of the information that policy-makers need to make good public policy, and do it in a way that's timely, easily digestible and immediately usable. And, in true auditing spirit, do it in writing in a way that can be widely disseminated and provides a permanent record. That is sometimes easier said than done, as limited manpower and resources always call for tough calls on prioritization. But Sherman is ready to face that challenge and add to the legacy left by his predecessors.

By Jeff Clements

Success Has Its Thrills and Chills



Take it from **Jerome Martin (L)**, the water is very, very cold. He knows the thrills and chills of coaching, like when his Pop Warner football team celebrates a victory by dunking him with a cooler full of ice water. So does co-worker **Mack Taylor (R)**. These Public Works Department employees have made Pop Warner football their passion because they love the game and kids.

Together, they've taken their Grand Park Panthers to the city championship three years straight and won. They also competed at Pop Warner's national level. But last year was a milestone of sorts – the city championship game, known as the Little Gator Bowl, was contested in Alltel Stadium for the first time in 12 years. Now that's some serious hype for players ages 13 to 15.

"It definitely turned up the intensity," said Martin, who works in Streets and Drainage as a heavy equipment oper-



ator. "The kids were excited. We even had a police escort into the stadium. It's an experience they won't forget. I won't forget it."

The team even took time to appreciate the little details.

"It was wonderful," said Taylor, who also works in Streets and Drainage. "They had never played on turf like that. They'd only seen it on TV."

The Panthers defeated the Sweetwater Athletic Association's Eagles 34-12 at Alltel last November. They rode the streak to the regional level, beating a Daytona-area team but ultimately losing at the state level to a team from

Miami. Three years ago, the Panthers made it to the nationals and came within one game of playing for the national championship, Taylor said. Disney's Wide World of Sports hosts the nationals, which are televised on ESPN.

Taylor is committed to success; he has watched films of his team in action, looking for areas to improve. But winning boils down to choosing the right leadership.

"I've got a good group of coaches," Taylor said. "They've all played. They're not 'couch coaches.'"

This past season was Martin's first as the Panthers' head coach; he's been with the team six years. But it was Taylor who started the Panthers in 1993 with co-worker James Walker, who's since moved to another athletic association.

No matter how a particular season is going, these coaches tell their players that victories are won on and off the field. And, in either place, the pursuit begins with discipline.

"Homework and grades come first," Martin said. "I tell their parents I'm going to be hard on them. ... I'm going to keep them on the straight and narrow."

Both men agree that football kept them on the right track when they were teenagers.

"An idle mind is the devil's playground," Taylor said. "I found a different avenue. I did something other than 'hang out.'"

The Grand Park Athletic Association has evolved over the years. This coming season, the Panthers will break in their home practice field at the Johnnie W. Walker Park and Community Center at 20th and Division streets. Previously, the team worked out at surrounding high school facilities. The association is also adding other sports, like baseball and basketball.

"People want to be part of a winning association," Taylor said. "And we are successful."

Pop Warner has its challenges, Martin said. First, the age limit of 13 to 15 means turnover happens just about the time a team's players gel. For example, 18 of last year's 26 players have moved on because of age, so it'll be like starting over. Another hurdle is the \$100 registration fee.

"Some of these kids don't have much," Martin said. "But we help raise money through car washes, cookouts and donations."

Taylor played football for Paxon High School in the late '70s and Martin played for Raines in the early '90s. Martin said he misses playing the game, but coaching the Panthers and watching his 8-year-old son, Jervarius, play ball on another Pop Warner team are good enough.

"I live the game through my son and through coaching," he said.

Even though this season's team will have plenty of fresh faces, Taylor is convinced they'll build upon their great record. In fact, he expects to visit Alltel again.

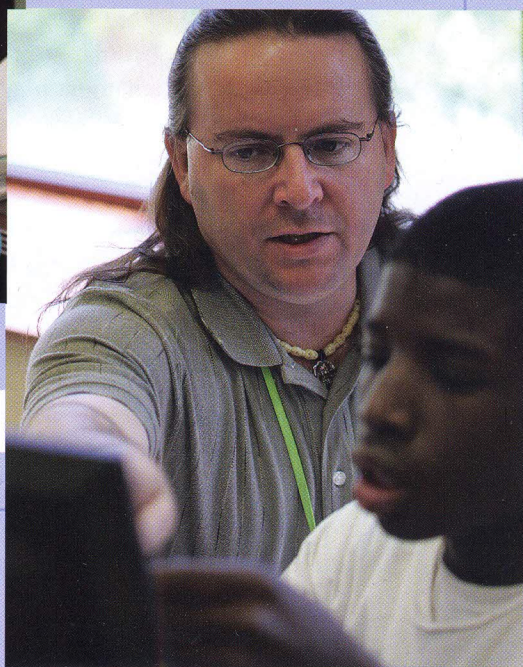
"We have a great chance," he said. "We will be back there."

By John Bracey



ENVIRONMENTAL RESOURCE MANAGEMENT

Sandi Assidy, the Environmental Quality Division's administrative assistant, is a record keeper *par excellence*. Her commitment to meticulous maintenance of the division's account records, as well as those of the Director's Office, has meant successful audits from grant agencies. Even the Accounting Division requested her documentation for its own responses to audit questions. The Environmental Resource Management Department honored Assidy as its 2005 Employee of the Year.



PUBLIC LIBRARY

Robbie Crabtree is a library assistant at the San Marco Branch Library. He has worked at a number of branch libraries and has many talents, including handling children, computers, animals of many stripes and anything else he is asked to do. The Jacksonville Public Library honored Crabtree as its Library Employee of the Quarter.

Heather Campbell, senior librarian, Special Services, received an Honorable Mention for organizing the Book Truck Drill Team that performed at the Main Library grand opening.



NEIGHBORHOODS

Marcia Cain, a Property Safety Division clerical support aide III, is known for her diligence, consistency and composure. Besides her traditional duties, she serves as a property inspection and contract solutions database system administrator, explaining procedures, correcting problems and inputting data. During a recent system upgrade, Cain's efforts kept service delays to a minimum and kept her co-workers and managers from becoming overwhelmed. The Neighborhoods Department selected Marcia Cain as its Employee of the Quarter.



VICTIM SERVICES

Cheryl Houston, a social services specialist senior, is known for consistently demonstrating a "can do attitude" in helping the more than 285 elderly and disabled crime victims she served last year. The Victim Services Division chose Houston as its 2004-2005 Employee of the Year.

SERVICE ANNIVERSARIES THROUGH APRIL 2006

40 Years

Environmental Res
Isaac Odom

Sheriff's Office
Albert Johnson Jr.

35 Years

Sheriff's Office
Jerrold Blount

30 Years

Fire/Rescue
Robert Tutson

Public Works
C. L. Googe

Sheriff's Office
Charles Alsobrook
Albert Braddy
Diane Graves

25 Years

Admin/Finance
Edward Little
Arthur Lyle

City Council
Richard Campbell

Clerk of Courts
Betty Ray
Rena Stroy
Joeann Williams

Community Services
Joan Barney
Annette Chapman
Sandra Hull
Birdine Jackson

Environmental Res
Willie Dickerson
Anthony Felton

Fire/Rescue
Brenda Osborne

Public Works
William Nasworthy
William Rallison

Sheriff's Office
Ben Moore

20 Years

Admin/Finance
Teresa Edmondson

Clerk of Courts
Anna Brown

Community Services
Alice McGuinness

Elections
James Faulkner

Environmental Res
Sandra Assidy
Christopher Brooker

Fire/Rescue
Susan Anderson
Frank Autry
John Bishop
Perman Hagans
Alfred Jenkins Jr.
Ronald Jolley
Brian McElrath
Michael Perryman
Billy Roland
Kenneth White

General Counsel
Edwina Hernandez

JEDC
Todd Roobin

Library
Melinda McClure

Parks/Recreation
Rodney Jarrell
Larry Kirby
Major Parker

Public Works
Eddie Daniels
Michael Jones

Sheriff's Office
Isaac Brown
Sheila Brown-Jefferson
Jerry Bryant
Richard Cannon
Tony Davis
James Eminisor Jr.
Shirley Kinder
Henry Richardson
Dalon Robbins
Douglas Steel
Tommy Swindle

15 Years

Clerk of Courts
William Bieber
Carolyn Broom
Karen Brown
Evelyn Cook
Roselyn Refuerzo

Community Services
Rosemary Anderson
Angie McKenzie

Fire/Rescue
Gregory Black
Doward Carter
Kevin Dix
Derrick Dorsey
Robert Flowers Jr.
Joseph Grooms
Dennis Higgs
Calvin Hunter
Robert Jackson Jr.

Scott Johnson
Terrance Jones
Timothy Kazmierczak
Harry Kemp
Kevin Kotsis
Scott Kumm
John Long III
Jill McElwee
Burnell McNeal
Richard Murphy II
Jack Ogin
Rickey Pope
James Reagor III
Brady Rigdon
Frank Rogers
Arturo Rosario-Diaz
Thomas Smith
Matthew Tator
Jason Tidwell
Ronald Wells
Andrew White

Library
Rochelle Mitchell
Bernice Newsom

Planning/Develop
Gloria-Jean Blake

Public Works
Tony Batchelor
Joseph Bornstein

Sheriff's Office
Paul Bobola
Joel Carter
James Emanuel Jr.
Joann Glenn
Jacqueline Manning
Moliea Smith

Tax Collector
Nancy Homer

10 Years
Admin/Finance
Bella Basilio
Edwin Bonafe

City Council
Annette Hastings

Clerk of Courts
Joyce McMahan
Charles Putnam

Community Services
John Snyder

Environmental Res
Andre Gooden

Property Appr
Jason Craft
Martha Zipperer

Public Works
Mark Edge
Datonia Kendrick
Larry Rogers
Lynn Shiferdek

Sheriff's Office
Paul Aldridge
Michael Allen
Ricky Alley
Kelvin Anderson
Joel Andres
Bruce Baker
Bobby Bowers
David Boyd
Brian Bradley
Charles Byrd
Trudy Callahan
Warren Calloway
Andrew Carnes
Chad Collier
Thomas Conant Jr.
Larry Conaway
Travis Cox
Joseph Crotty
David Fucci
Raul Garnett
Kevin Golino
James Gregory
Golan Grinberg
Jason Hart
Karen Jeffery
Steven Jessee
Tiffany Johnson
Daniel Kenney
Elizabeth Kenny
Tim Mann
Thomas Martin
Cesar Parrales
Michael Paul
Jill Perkins
Stephen Pfadenhauer Jr.
Douglas Pope
Tonya Porter
Timothy Price
Joe Ramsey
Matthew Russell
Mark Sanborn
Roger Schlesier
Brian Shore
Kevin Smith
Raymond Ulrich Jr.
Luis Villamonte
William Whitney
Karen Williams

Tax Collector
Martha Foote

5 Years
Admin/Finance
Michael Degarmo
Larry Edwards
Robert King
Roy Maragh
Vincent Paruolo
Charzetta Spencer
Ivy Torres

Clerk of Courts
Jack Sparrow

Community Services
David Eason Jr.
Giang Huynh
Travis Sims Sr.

Environmental Res
Romulo Del Rosario
Ronda Oliver
James Reddish

Fire/Rescue
Jeffrey Baker
Michael Bernard
Robert Gorsuch
Erik Hunter
Gary Kuehner
James Marx
William Mobley
Roderick Moultrie
Gretta Painter
Matthew Pferrer
Paula Scott
William Seymour
Sheryl Taylor
Jeffrey Thompson
Larry Williams

Library
Padmavathy Subramanian

Mayor's Office
Lisa Rowe

Neighborhoods
Florene Bartley

Parks/Recreation
Robert Erving
Corey Hunter
Darrett Jacobs
Valerie Taylor
Azalee Waters

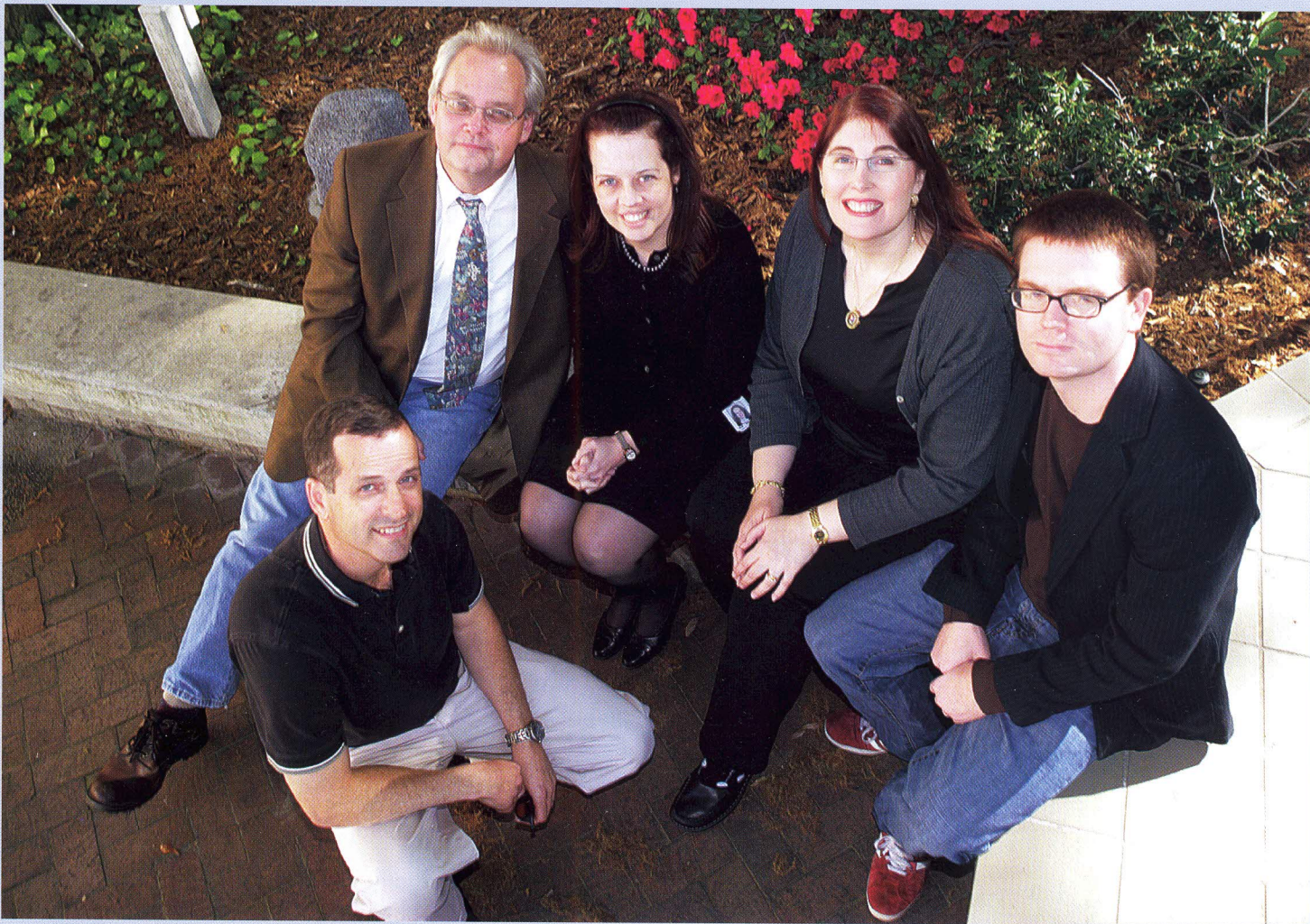
Planning/Develop
Clay Whitfield

Property Appr
Carol Marks

Public Works
Ellen Anderson
Bennie Bagley
Lane Hill Jr.
Joseph Lloyd
Linda Purves
Robert Woods

Sheriff's Office
Shalonda Adams
Yvonne Edwards
Jane Henderson
Pamela Jordan
Harold Mills-Conrad
Linda Walker
Leslie Williams
Heather Yarber

Tax Collector
Aline Degrove



The Public Information Division and the Jacksonville Public Library recently won local ADDY® Awards, the Jacksonville Marketing and Advertising Club's competition recognizing creative excellence. Foreground: Wes Lester; L-R: Richard Weaver; Stacie Bucher, Jacksonville Public Library; Angela Vigil; John Howell. Kristen Miracle Nesmith, not pictured, also worked on the Library's award-winning project.

Library, Public Information Campaigns Claims Local ADDY® Awards

Don't Trash Jacksonville and Preservation Project Jacksonville recently received recognition from the American Advertising Federation (AAF). So did "Start Here. Go Anywhere." - the Jacksonville Public Library's awareness campaign for its new facility.

Whether it's the colorful street pole banners flapping outside the new Main Library or the window signs inside, the message they projected impressed the judges reviewing the library's ADDY® Awards entry. In fact, the public service campaign "Start Here. Go Anywhere." earned the library a gold ADDY® Award. Brunet Garcia Multicultural Advertising designed the banners and window coverings.

The Jacksonville Marketing & Advertising Club sponsors the local phase of the ADDY® Awards Competition. Each year, the AAF conducts the three-tiered national competition, which is the advertising industry's largest and most representative competition for creative excellence.

The library's recognition is just the start. "Properly Disposed," a 30-second television spot that encourages smokers to flick their extinguished cigarette butts in an ashtray or designated receptacle, won a silver ADDY® Award. The city's Public Information Division produced the public service message as part of its annual Don't Trash Jacksonville campaign.

"Just miles from downtown," a still photography print campaign which promotes the city's Preservation Project, also won a silver ADDY® Award. The images appear in Neighborhoods magazine, a city publication, and portray natural wetlands and parklands the city purchased to protect from future development.

"I'm delighted that Jacksonville received these ADDY® Awards," said Jacksonville **Mayor John Peyton**, "and I'm proud of the creative and hard-working team who put together the campaigns. There's a lot of talent in our city government and it is nice to see that talent recognized."

Chip Patterson Named Florida Emergency Manager of the Year

The Florida Emergency Preparedness Association (FEPA) has named **Robert "Chip" Patterson**, chief of the city's Emergency Preparedness Division, Emergency Manager of the Year. The award is presented annually to an emergency management professional for distinguished performance in the field of emergency management in Florida.

Among the reasons cited for Patterson's selection were his role in coordinating Jacksonville's emergency preparedness efforts in advance of Super Bowl XXXIX and his role in obtaining Urban Area Security Initiative designation and funding for Jacksonville. He also played a key role in helping Jacksonville become the first city in the nation to receive Emergency Management Accreditation. In addition, Patterson led incident management teams to areas affected by Hurricanes Dennis, Katrina and Wilma.

Richard McKissick, DAWN Program Transition Counselor, Retires

Richard McKissick, transition counselor for the DAWN Program, (Developing Adults With Necessary Skills) retired from the city in February.

McKissick was known as "a mentor of the highest order, with exceptional skills and experience." His co-workers lauded the empathy, compassion and strong-mindedness of his work, enabling him to succeed in counseling difficult

and challenged students saying He has made a difference in the lives of hundreds of young men in the DAWN program.

Robert Johnson Good Government Award Employee Nominations Due in May

Nominations for the annual Robert O. Johnson Good Government Award are due May 19. The award was created in 2003 in honor of Robert Johnson, former City Council Auditor, who was the award's first recipient. The award is presented to a city employee each year at the City Council Presidential Installation.

Nominees must be full-time employees of the City of Jacksonville, its independent agencies or Constitutional Officers; been a city employee for at least 10 years as of the nomination deadline; received prior recognition of achievements from fellow employees, department heads and/or elected officials; made a sustained and significant contribution to the increased efficiency and effectiveness of his/her government organization; and personify the record of public service and reputation for integrity and honesty created as a benchmark by Robert Johnson.

Nominations should include signed testimonials from at least two other city employees who have worked with the nominee and may add supporting pages as needed providing details of the nominee's commendable qualities and activities and recognition or testimonial received from organizations or groups outside the government. Submit the



Robert "Chip" Patterson, pictured speaking, has been honored as Florida's Emergency Manager of the Year.

nomination form with all supporting documentation to Robert O. Johnson Good Government Award Selection Committee, Attention: **Jeff Clements**, Chief of Research, City Hall, Suite 425, 117 W. Duval St., Jacksonville, FL 32202, or fax to (904) 630-3403. Access the criteria and nomination form at [coj.net/city council](http://coj.net/city_council). For more information, e-mail Jeff Clements at jeffc@coj.net.

JEDC Public Investment Policy Stems from New Mission

Mayor John Peyton’s new mission for the Jacksonville Economic Development Commission emphasizes sustainable job growth, raising personal incomes and creating a broader tax base throughout Northeast Florida. This mission has resulted in a comprehensive strategic plan and a new public investment policy that uses quantifiable metrics to gauge project success to maximize the taxpayers’ return on investment.

The new policy sets forth minimum standards and eligibility criteria, guidelines for public investment and a standardized project evaluation and approval process for all programs. Long-term targets have been set for the JEDC’s strategic objectives, and standard policies and procedures have been adopted by JEDC staff for reporting, monitoring and compliance, and performance measurement.

JEDC will focus on three key areas of downtown development, including market rate/workforce housing, as well as comprehensive retail and parking strategies. The JEDC aims for the facilitation of residential projects at market rates, which will diversify our downtown. A national retail consultant has been engaged to develop short, intermediate and long-term plans to define the retail needs for the downtown urban core and match the city’s current assets with the established strategy.



Team 630-CITY won this year’s Builders Care Demolition Derby. Pictured is team member Mark Edge of the Traffic Engineering Division.



Solomon Olopade Achieves Goal of Becoming a Certified Architect

Solomon Olopade, a Public Works building inspector, has been inspecting buildings and educating builders and contractors for five years. Olopade recently passed the rigorous examinations to receive certification from the Florida Department of Professional Regulation as a registered architect. The Florida A&M graduate, who has worked for architectural and construction firms, always had an ambition to be a registered architect.

Team 630-CITY Wins 4th Annual Builders Care Charity Demolition Derby

For the fourth consecutive year, employees from the Building Inspection Division helped raise funds for Builders Care Charity, promoting the city’s CityLink telephone number at the same time.

“Each year, employees of the Building Inspection Division band together and enter a car into the charity demolition derby,” said **Larry Donahue**, supervisor of Building Code Enforcement. “The construction industry loves to target the Building Inspector car, and by using

'630-CITY' as our car number, we are able to put the Call Center phone number in front of several thousand citizens."

The inspectors, who fund the car themselves, were helped by the employees in Traffic Engineering, who wired the car with a July 4 appearance.

Team members were **John Thrush**, Building Inspection Division, driver; **Larry Donahue**, Building Inspection Division, team leader; **David Johnson**, JEA; **Sandy Donahue**, Planning and Development; **Mark Edge** and **Keith French**, Traffic Engineering, lights and wires; and **Linda Rogers**, **Dale Privette** and **James Howard**, Traffic Sign Shop. This year, Team 630-CITY won the Builders Care Demolition Derby.

"We were knocked out of our heat due to electrical problems, but the team quickly fixed the problem, pulled out the crushed fenders and changed a couple of flat tires," said Donahue. "We were the last one moving and took home the big trophy this time."

Approximately 3,000 attended the derby, which raised \$50,000 for charity.

Library and Film Festival Team For Monthly Family Film Series

The Jacksonville Public Library is partnering with the Jacksonville Film Festival to produce Books Alive, a family film series. The free series features films based on children's literature at 2:30 p.m. on the third Saturday of each month in the Main Library auditorium. To find out what film is playing this month, consult the library program guide or call Children's Services at the Main Library at 630-2417. Program guides can be found at any library or online at <http://jpl.coj.net>.

Residents Bank on Checking Classes Offered by Extension Office

Family Resource Management Agent Anita McKinney of the Duval County Extension Office is literally providing an educational opportunity that participants can take to the bank. Her "Get Checking" course teaches participants the



The Nassau County Board of County Commissioners recently recognized Herschel Allen, veterans services officer supervisor with the Military Affairs and Veterans Service Division, for helping hundreds of Nassau County veterans apply for and receive benefits. Allen assisted the Nassau County veterans while still serving those in Duval County.

ins and outs of starting a checking account. In 2005, 60 graduates began saving \$200 per year each by successfully using mainstream banking instead of paycheck cashiers and money orders. That is \$12,000 saved as a group over the course of the year and \$360,000 over 30 years. As a result of the class, participants reported they have learned the value of tracking spending, becoming financially literate and being more careful with their accounts.

Study Yourself and Others in Jacksonville Human Rights Commission Study Circles

If the idea of discussing how you feel about others and earning city training credit for doing so appeals to you, read on.

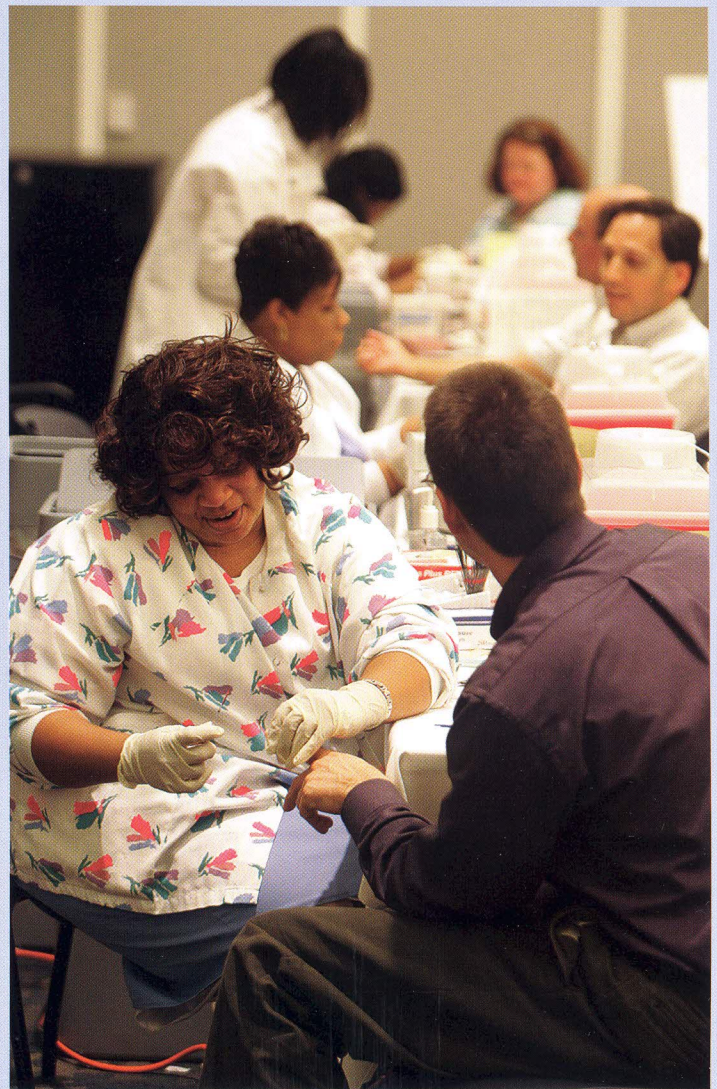
Study Circles, an initiative coordinated by the Jacksonville Human Rights Commission (JHRC), are small discussion groups of diverse people – different races, religions and gender – who agree to meet and share personal perspectives on their cultural and ethnic differences. The program's goal is improving race relations.

"The more we get people at all levels to participate in dialogue, the more likely we are to achieve the desired goal of racial harmony," said Charlene Taylor Hill, executive director of JHRC. "Study Circles are a wonderful way for us to start that dialogue."

Each Study Circle consists of five two-hour sessions, typically scheduled over five consecutive weeks. Two experienced facilitators guide the participants through discussion. Although the Study Circles program is offered throughout the community, city employees who complete all five sessions will receive 10 hours of city training credit for their participation. For more information, call Bill David at 630-3430 or visit JHRC's Web site on www.coj.net.

Library Offers Enhanced Sunday Hours At Regional and Branch Facilities

As part of the library initiative recently announced by Mayor John Peyton, the city is enhancing Sunday hours. The Main Library, West Regional Branch, South Mandarin Branch, Highlands Branch and Pablo Creek Regional Branch have previously been open 1-6 p.m. on Sundays. Since February, the Beaches Branch, Regency Square Branch, Bradham Brooks Northwest Branch, Mandarin Branch, Southeast Branch and Webb Wesconnett Branch have been open 1-6 p.m. on Sundays.



The Employee and Retiree Health Fair, produced by the Employee Benefits Office and the Wellness Committee, offered many free screenings, including anemia, blood pressure, blood sugar, bone density, cholesterol, vision, glaucoma and hearing. Held at the Main Library in March, the two-day event attracted 526 employees. More than 400 took advantage of the free screenings.

Library Breaks Circulation Records

The Main Library broke all records in circulation in January, with more than 100,000 items circulated. The Brown Eastside Branch increased its circulation by 72 percent in January.



Mitch Perin and Beth Mangold of the Pension Advisory Committee, and Judy Connare and Camille Cossa of the Pension Office recently attained the Certified Public Pension Trustee (CPPT) certification from the Florida Public Pension Trustees Association (FPPTA). They completed a three-part examination involving 48 hours of classroom instruction. The CPPT requires continuing professional education. Pictured L-R: Perin, Mangold and Connare.

ACC Baseball Championship Action Gearing Up for Jacksonville Tournament

The Jacksonville Sports and Entertainment Division of the Jacksonville Economic Development Commission will host the ACC Baseball Championship Tournament at the Baseball Grounds of Jacksonville on May 24-28. Boston College, Clemson, Duke, Florida State, Georgia Tech, Maryland, Miami, North Carolina, North Carolina State, Virginia, Virginia Tech and Wake Forest are the teams battling it out to decide the conference champion for the 2006 season.

The daily schedule for this double-elimination tournament is four games on both May 24 and May 25, and two games on May 26. On Saturday, May 27, two to four games will be played, depending on the weekday results. The championship game will be played Sunday, May 28. Tickets for the full tournament are \$175 for dugout box, \$105 for reserved seating and \$75 for general admission. To purchase tickets or obtain more information, visit the Jacksonville Suns Web site at www.jaxsuns.com.

JaxCares Rolling Out New Employee Volunteer Awards Program

This month, JaxCares, the city's employee volunteer program, is rolling out new and improved Employee Volunteer Awards. Each quarter, an employee will be awarded the JaxCares Volunteer of the Quarter Award for his or her volunteer work. The quarterly winners will be eligible for the JaxCares Volunteer of the Year award.

Nominees must be a current full- or part-time city employee. Nominations may be submitted by anyone. Each nomination will be graded on a scale of 0-10 based on impact on the community, level of commitment, motivation of others and innovation.

The deadline for nominations for the first quarter is April 10. Help recognize employee volunteers who give so generously of their time and talents. For more information, visit the JaxCares Web site at <http://intracity.coj.net> or call the Office of Volunteer Services at 630-1020.

Important information provided by the city's Employee Benefits Office, 630-1314

A Message from Employee Benefits Regarding Emergency Room Usage

The Benefits Office saw an alarming 36 percent increase in emergency room visits from December 2004 to December 2005. The trend will cause the city's insurance rates to increase next year if it continues.

Last year, Benefits News featured an article titled "Do You Need Emergency Care or an Urgent Care Center" to provide employees with a better understanding of the high cost of emergency room care. Most emergency room visits are not "true" emergencies, but involve conditions that could be handled more quickly and less expensively outside a hospital.

Excellent urgent care centers are available and can be both less expensive to employees and to the plan's overall health care cost.

Always go to the emergency room if a condition is life threatening, such as:

- **Suspected heart attack**

- **Difficulty breathing**
- **Sudden loss of consciousness**
- **Head trauma**
- **Sudden onset of severe pain**
- **Major burns**
- **Severe bleeding and severe bone injuries**

For a complete listing of Urgent Care facilities participating in the Aetna network, visit the Employee Benefits Web site at <http://empben.coj.net/wellness> and click on Health Insurance, or visit Aetna at www.aetna.com and click on Aetna's DocFind.®

Don't Miss Upcoming Lunch and Learns

For a complete listing of the upcoming Lunch and Learn programs that are sponsored by your Employee Benefits Office, EAP and the Wellness Committee, go to the Employee Benefits Web site at <http://empben.coj.net/wellness>, and click on What's New.

Here are the 'Take it to Heart' Healthy Heart Challenge Results

Last summer, the city teamed up again with Pfizer Inc. and Health Designs Inc. to determine the results of the Healthy Heart Challenge between the Administration and Finance and Public Works departments. The departments challenged each other to see which would have the most improvement in blood pressure, blood glucose and cholesterol screening measurements. Screening results from 133 Administration and Finance and 191 Public Works employees were evaluated using the national guidelines and compared to the 2004 results:

	Recommended Level	Admin/Finance	Public Works
Percentage of employees with Blood Pressure control	Less than 140/90	Increased from 70 to 81 percent	Increased from 56 to 72 percent
Percentage of employees with Cholesterol control	Less than 200 mg/dL	Increased from 66 to 74 percent	Decreased from 66 to 65 percent
Percentage of employees with LDL (bad) cholesterol control	Level depends on heart disease risk	Decreased from 91 to 88 percent	Decreased from 86 to 81 percent
Percentage of employees with HDL (good) cholesterol control	Greater than 40 mg/dL	Decreased from 81 to 80 percent	Decreased from 63 to 51 percent
Percentage of employees with Blood Glucose control	Less than 126 mg/dL	Increased from 54 to 67 percent	Increased from 43 to 54 percent
Percentage of employees who smoke tobacco		Decreased from 21 to 19 percent	Increased from 21 to 23 percent
Percentage of employees who are overweight	Body Mass Index	Decreased from 71 to 69 percent	Decreased from 82 to 81 percent

Compared to 2004, significant improvements were seen in the number of employees in both departments with controlled blood pressure and blood glucose. However, both departments should still focus on trying to lower their total cholesterol and LDL cholesterol levels (bad cholesterol). Compared to the overall U.S. population, the City of Jacksonville has higher numbers of employees with low HDL (good cholesterol, levels less than 40), diabetes and those who are overweight.

The health screenings potentially identified 35 employees who may have diabetes. Rates of uncontrolled blood pressure and cholesterol are still high in the employee population. Based on the screening results, 24 percent of employees do not have good blood pressure control and 32 percent of employees do not have good cholesterol levels.

Employees are encouraged to take their health screen results to their doctor and discuss ways to lower their risk of developing heart disease and diabetes in 2006.

AL GULLEY ENJOYS SATURDAY RANCHING

Yippie Ki A!!

Everyone knows Al Gulley, the popular City Hall at St. James security guard. They might not know all the work he puts in as a "Saturday rancher," tending to his seven horses on 20 acres he owns near Keystone Heights.

Raised on an Illinois farm with his five brothers and a sister, Gulley grew up riding horses. Not long after Gulley moved to Florida after 29 years as a Wonder Bread baker and a decade as a Bakery Workers union official, a friend offered to sell him a horse.

"He's a Paso Fino stallion," said Gulley. "Rides like you're sitting on an easy chair." Gulley named him Houdini for his talent at escaping his stall despite boards, ropes and gates.

Gulley bought the land four years ago and has cleared about 10 acres. His daughter lives there and cares for the two stallions, four mares and a colt. Two of the mares will foal soon.

Gulley and his wife have nine children, 30 grandchildren and six great-grandchildren. "They love the horses," he said. "They could ride them all the time."



Photo by Cassie Maxton

JAMES RICHARDSON INVOLVED WITH THE COMMUNITY

Busy Guy



James Richardson has a busy schedule as neighborhood coordinator for the Greater Arlington and Beaches area. But his community involvement doesn't end there.

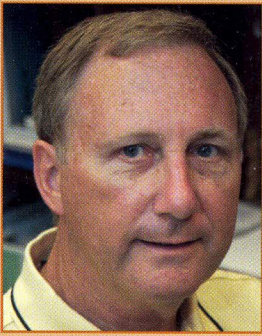
Richardson, whose wife is Community Services' Sandra Hull-Richardson, serves as 1st vice president of the Girl Scouts of Gateway Council and that organization's fund development chair. He is also immediate past president of the Jacksonville Center for the Arts, which helps underprivileged children through dance and voice lessons and art instruction. And he was recently elected to the board of directors

of the Jacksonville chapter of the Association of Retarded Citizens.

"Community service was ingrained in me through my father and grandfather," said Richardson. "I'm fortunate that I have the chance to share what talents I have so that others will have some of the same opportunities I have had."

Above: Richardson, center, talks with (left to right) State Rep. Audrey Gibson, Crystal Davis, Jessica Brantley and Maribeth Wood.

PROFILES



PAT WHITE
Administration and
Finance

What is your job? What do you do?

Training Specialist. I consult with internal clients and design, develop and deliver training materials to employees.

How long have you worked for the city?

Four years.

Before you worked for the city?

Eight years with Bank of America in the same capacity. Prior to that, 20 years as a Ford Motor Company Consumer Loan Division branch manager.

Hometown?

St. Louis, Missouri.

Family?

I celebrate 40 years of marriage this year. We have no children as we are still in the adjustment period.

Fondest memory of your childhood?

I grew up in the Midwest and have nothing but fond memories of my childhood. We were a family of seven with a father who was strict with discipline and displayed great family values.

Who were your heroes growing up?

I looked up to my older brother. He watched out for me, encouraged me to stay in school, choose the right friends and stay out of trouble.

Most interesting place you've visited?

I enjoyed climbing a huge waterfall in Jamaica and found that interesting because I had never done anything like that before. It was exhilarating and breathtakingly beautiful.

One change for Jacksonville for 20 years from now?

That it not become a city of concrete.



LORI TILLEY
Environmental Resource
Management

What is your job? What do you do?

An Environmental Engineer for the Environmental Quality Division. I mostly calculate emissions for air pollution throughout the county and maintain inventories. I also maintain air toxics monitoring data required by the state and EPA.

How long have you worked for the city?

16 years.

What did you do before you worked for the city?

Worked for the State of Florida and the City of Clearwater.

Hometown?

I grew up in New York City.

Family?

I have a great husband and no children.

When you were growing up, who were your heroes?

My heroes include Gloria Steinem and Bette Davis.

Did you have a favorite teacher?

I had several favorite teachers, mostly in math and science. I always did well in those subjects and my teachers encouraged me.

How do you like to spend your spare time?

I live on the river, which I really enjoy. I like sitting on my patio and watching the birds and manatees.

If you could cast yourself as a character in any movie, whom would it be?

Hilary Swank in "Iron Jawed Angels."

What's the most interesting place you've ever visited?

Venice, Italy. It didn't seem real, more like a fantasy.

One change for Jacksonville for 20 years from now?

I hope Whole Foods opens several stores here.