



Date: August 11, 2020
To: Mayor and Council
Copy: Pam Booker, City Attorney
From: Ken Cassel, City Manager
Subject: Management Discussion

Memorandum

A professional City Manager is always looking for ways to best utilize all the assets they have at their disposal in order to provide services to residents in an efficient and effective manner. The provision of services in an effective and efficient manner benefits the residents by keeping the cost reasonable and not duplicating efforts or complicating the delivery of services.

From the beginning of the incorporation process I have been formulating various scenarios of the management and operational structure of the City and Seminole Improvement District that will provide the best outcome for the residents. Although, the setup of an Improvement District and a City having co-terminus boundaries is very different from most municipalities, it is not totally unique. Since the two independent governmental entities share the same jurisdictional space and potential overlapping areas of responsibility, care must be exercised in setting up the management and operational structures. The typical municipal management structure does not work. The management structure must be tailored to meet the needs of the individual district and municipality. This is precisely why the City Charter and the Interlocal agreement were written the way they were.

As the manager of both entities, I knew from the outset there would come a time where the workload would be more than one individual would be able to address. I do not believe we are at that point in time yet. The challenge is and has always been to formulate a plan that best utilizes the management assets available as well as the unique areas of each governmental entity for the benefit of the residents.

Looking at other jurisdictions where a District and a City share the same boundaries and the City Manager is also the District Manager, those managers have other management personnel to assist the City/District Manager in the day to day operations. Thus, leaving the Manager freedom to ensure both entities remain in their respective areas of responsibility and the efforts of both are closely coordinated minimizing any duplication of services.

Some of the other locations that have the dual manager role are Reedy Creek and Lake Buena Vista. The District Manager of Reedy Creek is the City Manager of Lake Buena Vista. The assistant District Manager for Reedy Creek is the City Manager of Bay Lake. As you may know the principal landowner is the Disney corporation.

Closer to home is Acme Improvement District and Wellington. Paul Schofield is the City Manager of Wellington and the District Manager of Acme Improvement District. I encourage each of you to contact Mr. Schofield to benefit from his experience as to how the two entities interact and how he manages both.

Since interaction and operations of the City and Seminole Improvement District are so critical to the welfare of the residents, it is necessary we have an open discussion with all the Council at the same time regarding the potential separation of management responsibilities and the loss of efficiencies in managing the two entities. Therefore, actual formal options will be presented at the meeting based upon the discussion with the Council.