**Taxation, Revenue, and Utilization**

**of Expenditures (TRUE) Commission**

**Daniel Henry, Chair**

**TRUE COMMISSION**

**Preliminary Meeting Minutes**

*The minutes of this meeting are not official until reviewed and*

*approved by the commissioners at a future meeting.*

**August 4, 2022**

**4:00 p.m.**

**Don Davis Room**

**1st floor, City Hall**

**Attendance:** Commissioners Daniel Henry, Velma Rounsville, Ramon Day, Dr. Keshan Chambliss (arr. 4:07)

**Excused:** Commissioners John Roberts, Bruce Tyson

**Absent**: None

**Also**: Jeff Clements – City Council Research; Tommy Carter – Council Auditor’s Office

The meeting was convened at 4:02 p.m. by Chairman Henry and the attendees introduced themselves for the record.

Approval of minutes

Consideration of the minutes of the May 5 and June 2, 2022 Commission meetings was deferred pending the arrival of a quorum.

Public Comment

None

Invited Speaker – Employee computer access rights

Diane Moser, Director of the Employee Services Department, and Paul Freeman, Enterprise Applications Manager for the Information Technology Division, addressed questions raised by the TRUE Commission at previous meetings about the control of employee computer access rights, particularly the shutoff of computer access when an employee leaves the City or the adjustment of access rights when an employee moves from one job to another.

Ms. Moser said that in 2016 the City automated the employee separation process using a computerized system (SharePoint) and managers were recently reminded about the process and policies via email. The supervisor has a checklist for how to handle employee separation from the day that notice is given to the day the employee leaves service. Electronic forms go to the Time and Attendance (TAS) system, Employee Benefits, ITD, and others to handle their parts of the outplacement process.

Paul Freeman discussed the more technical aspects of employee access to computer systems. When employees leave the City and are subsequently rehired, they are issued a new user ID so they can be assigned new access right applicable to their new position and can’t access what they had before they left. Access rights for most computer applications are authenticated against the current active employee directory, but there are some discretionary systems that departments purchase for their own particular uses that don’t run through ITD for that authentication and therefore ITD doesn’t control access to those independent systems. ITD is going to do an inventory of all applications that employees use for work and identify all access rights assigned to each employee, which will provide the basis for shutting off access to all applications when an employee’s status changes. As time goes on, almost all new applications use the active employee authentication process as that has become the standard industry practice. Currently it is the responsibility of the employee’s supervisor to disable access to department-specific applications. ITD will begin sending reminders to managers 30 days after an employee separates from service reminding them to be sure to shut of access to any discretionary systems not under ITD’s control.

In response to a question from Commissioner Rounsville about how many discretionary independent systems may be operating, Mr. Freeman said that a number of departments and divisions have such systems, many of which were procured before active employee directory authentication was a standard application feature. In response to a question from Commissioner Day about who gets to decide what applications are acquired and what standards they are required to meet, Mr. Freeman said that the departments in conjunction with ITD determine what capability is needed and whether it will be developed in-house by ITD or purchased. All newly acquired systems are required to have active employee authentication. Mr. Day suggested that ITD could require such authentication as a standard and require departments and divisions to include that feature in their purchased systems. Mr. Freeman said that is being gradually accomplished either by updates to existing software or by the purchase of replacement systems. Mr. Day asked if there is a database of all discretionary applications and a deadline for all of them being upgraded to active employee authentication. Mr. Freeman said they do not currently have such a count but that inventory process is just getting underway, and there is not yet a hard deadline for meeting that standard until the universe of discretionary systems is determined. They anticipate completing the inventory by the end of calendar year 2022.

Chairman Henry asked about the City’s disaster recovery plans for technology. Mr. Freeman said there are plans in place for a variety of contingencies. ITD knows in basic terms what applications are running in all departments because ITD supports them in some basic form or fashion, acknowledging that there may be a few unknowns that departments have purchased that run on cloud-based systems or vendor servers and therefore aren’t on City servers where ITD would be aware of them. Anything purchased through a Procurement Division RFP process would need to have provided security and operational details about which ITD would be aware. Mr. Henry said he hoped that the inventory of the independent systems would include determining their security technology. Mr. Freeman said that security upgrades have happened over time as applications have migrated from older to newer, more secure servers or as applications have expanded from being department-specific to Citywide enterprise solutions. In response to a question from Mr. Henry, Mr. Freeman said that as products reach their end-of-life or end-of-support deadline, the operating department decides if it wants to have a replacement system developed by ITD or purchase a commercial product and described how funds are allocated by the user departments to procure the replacements.

Chairman Henry said he hoped that ITD would be advocating for the funds it needs to maintain appropriate computer security after the inventory of independent systems is completed and needs are identified. Mr. Freeman said that security is always a top ITD priority. He was not aware that any funding was requested in the FY22-23 budget specifically for security upgrades, but the City administration is very security-conscious and has been supportive of ITD investment as needed. Commissioner Chambliss said she felt there needs to be a higher level of scrutiny over access cutoff when employees terminate. Mr. Freeman said that ITD is scrupulous about disconnecting network access when employees leave City employment, which also prevents access via cloud-based solutions that authenticate against the employee active directory. Employees who return get a new user ID that is reprogrammed for access rights for the new job. Mr. Henry asked for a write-up from ITD about how the application inventory process will be performed and what the expected results will be when completed.

Mr. Day asked for an update at the January 2023 meeting about the progress of the inventory, and Mr. Henry asked for information on how access rights are controlled when employees move from one department or division to another within the City and their access needs change. Ms. Rounsville suggested getting the update at the February 2023 meeting so ITD has sufficient time to digest the results of the inventory and develop a remedial plan as needed.

In response to a question from Commissioner Day, Tommy Carter said that Auditor’s Office follow-ups take place one to two years after an audit is reported. Mr. Day asked if individual council members could request the Auditor’s Office to do a follow-up sooner; Mr. Carter said that would be a matter for the Council Auditor to decide. He will ask the audit manager if the Auditor’s Office was aware of ITD’s plan to do an inventory of employee computer access rights when past audits were being conducted that had findings in that area.

Council Auditor’s Report

Tommy Carter of the Auditor’s Office reported that the office has released no new reports since the last commission meeting. All staff are totally devoted to budget review tasks for the next couple of months.

Audit Committee Report

None

Legislative Tracking Committee:

None

Chair’s Comments

Chairman Henry said he is looking forward to the results of the ITD access rights inventory and how those results will be used to address the audit findings that have identified this as an issue.

Approval of Minutes

The minutes of the May 5 and June 2, 2022 Commission meetings were **approved unanimously as distributed**.

Old Business

Public safety staffing proposal: Commissioner Day said he slightly reworked his previous proposal to calculate the average number of law enforcement officers per 1,000 residents based on the average of the next four largest cities in Florida (Miami, Tampa, Orlando, St. Petersburg), which is 2.73 officers per thousand citizens. Jacksonville has 1,827 officers currently and needs to have 2,592 to meet the 2.73 per thousand desired ratio to equal Florida’s other largest cities. The deficiency is currently 765 positions and with a city population growth rate of 2% per year, the City would need to add about 52 new officers annually in excess of the current need for typical replacements (retirements or leaving the department for other jobs). The hiring rate is limited by the capacity of the police academy to graduate new officers so it will take 8 years to reach the target of adding 416 additional officers above the existing 765 officer deficiency (148 positions per year) by FY29-30. At $100,000 per new officer this process will cost $14.8M in year one and $131.6M total over 8 years (average $16.5M per year). Mr. Day proposed that one-third of the annual growth in the City’s ad valorem property tax revenue (average $52 million per year in recent years) be dedicated to this initiative. He proposed that the TRUE Commission recommend that City Council budget for 148 new officers for FY22-23 and every year thereafter through FY29-30.

He noted that the City has received a $10 million, 3-year grant to fund a mental health co-responder program in which trained mental health professionals respond along with police officers to calls where mental health issues are believed to be involved. From FY25 and thereafter the City will need to pick up the full $3.3M of the grant amount each year to maintain that program.

**Motion** (Day): the TRUE Commission adopts a resolution encouraging City Council to begin appropriating funds to adding 148 new police officers each year for the next 8 fiscal years, beginning in FY22-23, to ultimately achieve a ratio of 2.73 officers per 1,000 residents

Mr. Day said that the JSO currently cannot respond to all its calls for service with the insufficient number of officers to handle the workload. As a result, those officers have no time for any kind of training other than mandatory training because the call volume absorbs all of their time. Commissioner Chambliss said more and better training and establishing better relationships with the community are extremely important. Mr. Day agreed, but said that is impossible currently because there is no time to do it given the service call volume that must be dealt with. He understands that morale at JSO is low because of the heavy workload and many officers are leaving due to retirement or leaving the profession. Commissioner Rounsville said that something has to be done to bring down the city’s murder rate and address the citywide crime problem and JSO staffing is only one part of the solution. Chairman Henry asked about the Kids Hope Alliance aspect that Mr. Day had included in his earlier proposal. Mr. Day said he had met with KHA CEO Mike Weinstein and his staff and found that it is difficult to calculate a true per capita expenditure need for youth programming because the marginal cost of service provision varies widely by what youth are being served and the scope of their needs. It became too complicated for easy analysis so he deferred that concept to perhaps a future TRUE Commission project.

Commissioner Chambliss said the community’s crime problems are huge and multi-faceted, and will require a multitude of responses including police staffing, mental health co-responders, child-serving programs (KHA, the state, non-profits, foundations, etc.), mental health initiatives, etc. Mr. Day said he is encouraged by the City’s property valuation and tax revenue growth and believes there is sufficient funding available to achieve the desired goals. Commissioner Rounsville asked if there is any information available yet on how well the mental health co-responder program is working. Mr. Day said the grant-funded program just started in April, so there is probably no information available yet.

Chairman Henry said there may be issues involved with implementing this new hiring program with a new sheriff being elected in the special election this fall and another election next spring. Since Florida sheriffs have unilateral power over hiring and firing pursuant to state law, so it will be up to the new sheriff to decide if they think this proposal has merit or not.

**Motion** (Henry): amend the motion to delay implementation of the plan by 1 year to FY23-24 to allow the newly elected sheriff and mayor to work through the plan and determine the best method to implement it – **amendment approved unanimously.**

Commissioner Chambliss asked for mention in the “whereas” clauses of the resolution about the importance of officer training, intervention programs, youth programs, etc. as discussed earlier. Chairman Henry asked for the inclusion of language about the new mayor and new sheriff working through the details. Both additions were agreed to by consensus.

**The Day motion as amended was approved unanimously.**

New Business

None

Commissioner Comments

None

Next meetings

Audit Committee – at the call of the Chair as needed when new audits/reports are released

Legislative Tracking Committee – at the call of the Chair as needed

Full commission – September 8, 2022.

The meeting was adjourned at 5:43 p.m.

Jeff Clements, City Council Research Division

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Posted 8.8.22 12:00 p.m.