

**TOWN OF DAVIE  
GOAL SETTING SESSION  
FEBRUARY 29, 2008**

The meeting was called to order at 9:04 a.m. and was followed by the Pledge of Allegiance.

Present at the meeting were Mayor Truex, Vice-Mayor Caletka, and Councilmembers Crowley, Luis and Starkey. Also present were Town Administrator Shimun and Assistant Town Clerk McDaniel recording the meeting.

Facilitator Herb Marlowe said this session was a fundamental re-thinking of the City's roles. Council must provide staff with direction about where they wanted the Town to go in terms of services and scope.

Mr. Marlowe believed there would be pressure for additional tax reform. There was much public sentiment to limit government revenue and spending. Property tax was considered the least fair of revenues and the most significant issue in the State.

Mr. Marlowe reported that one proposal that appeared popular at the Tax and Budget Reform Commission was Constitutional Proposal 45 that would limit revenues and spending. Part of the agenda behind this was not allowing local governments to increase fees to offset the loss of ad valorem revenues.

Mr. Marlowe explained local governments were having to rethink how they did business, services they provided, how staff was paid, and privatization. Mr. Marlowe believed the citizens' desire to limit local government revenues would endure and this was what Council must consider at this session.

Mr. Marlowe stated there were three keys to consider: be clear about desired results; have a set of intentional strategies for change; define the Town's vision.

Mr. Marlowe asked Council what Davie would be like in five years if the Town's government did nothing.

Mayor Truex believed they would run out of money and choices would be forced upon them instead of planned. Mr. Marlowe said they would be in a reactive position, having to make decisions that may not reflect what the citizens wanted.

Vice-Mayor Caletka agreed, and pointed out that if they were unable to get a new treatment facility, they would be unable to expand their commercial base, and tax revenue would remain the same. He felt this would force them to reduce services or increase taxes.

Councilmember Crowley believed they were headed in the right direction now, but they must be cautious and mindful of constraints.

Councilmember Luis acknowledged they would need to make some difficult choices, but thought if they were proactive, they could get the Regional Activity Center (RAC) and the Traffic Oriented Corridor (TOC) going and could continue to build their tax base. He said there might be some very difficult decisions to make regarding personnel and benefits in the next year or two to streamline their budget. Councilmember Luis felt insurance was the most important issue, not tax reform. He hoped the focus would return to insurance reform after November.

Councilmember Starkey agreed with Mayor Truex that some serious decisions would need to be made and they must look at things differently. She was concerned that some projects could be challenged because of the economic situation and believed that Council and staff must work to keep these projects going.

**TOWN COUNCIL MINUTES  
FEBRUARY 29, 2008**

Councilmember Starkey wanted to preserve their history, lifestyle and historical areas. She felt they must consider the economic aspects of the Town's future as well. Councilmember Starkey acknowledged this would be very challenging.

Mayor Truex felt they sometimes misidentified problems, and must concentrate on what contributed to quality of life.

Councilmember Luis thought Davie lacked certain cultural amenities now, such as restaurants, and should consider bringing these in to improve their quality of life.

Vice-Mayor Caletka said there was a perception among commercial developers that Davie "gives applicants a hard time." He felt they should be more accommodating to these developments, since they could expand the tax base. Vice-Mayor Caletka stated that 1 in 30 homes in Broward County was now in foreclosure. He anticipated that redevelopment in the areas that were now foreclosure "hot spots" would be problematic, and he wanted to help expedite this redevelopment.

Councilmember Starkey wanted to encourage a sustainable, smart-growth community.

Mr. Marlowe asked if Davie was encouraging Green practices. Mayor Truex said that this issue had been discussed. Councilmember Crowley said in their 2007 goal setting session, this had been their number 1 priority, especially for Town facilities.

Mayor Truex wanted to be sure they maintained their parks and equestrian/recreation trails.

Councilmember Starkey remarked on the traffic on the I-595 and State Road 84 corridors, and said they should work with the Department of Transportation (DOT) to enhance the corridor for the residents' benefit.

Mayor Truex said they had been concentrating on affordable housing recently.

Mr. Marlowe stated they were experiencing the "perfect fiscal storm" resulting from property tax reform, State revenue shortfall and economic slowdown. At the State level, recurring expenses were now greater than recurring revenues, and this was projected to last three more years. This affected local government revenue shares and services.

Mr. Marlowe explained that the Town had \$4.9 million less in revenue and a \$4.2 million potential increase in personnel costs, resulting in a \$9.1 million issue to resolve.

Mr. Marlowe said the first strategy to consider was examining organizational efficiencies; how they could work better, cheaper, faster, and smarter. While doing this, they should also consider level of services. He suggested three approaches: 1) determine how they could maintain service quality, but do less; 2) provide the same amount of service, but at a lower level that citizens would still find acceptable; and maintain the same quality of service at a lower cost.

Mayor Truex asked about increasing efficiencies. Mr. Marlowe said this could be accomplished through automation, through improved products and/or services, or through improved management.

Vice-Mayor Caletka wanted to identify all services that cost more than they returned. He also wanted to investigate cross-training and using staff to eliminate some of the mandated government fees they incurred from the County and State.

Mr. Marlowe asked Council if they wanted staff to analyze ways to improve efficiency and the effects changes might have on levels of service. He asked if they would also support this for the Police Department. Councilmember Luis remarked that there was a new Police Chief and a new Fire Chief, and he believed they both were already working on this. Police Chief Patrick Lynn reported that such an analysis was already underway.

Councilmember Starkey had been promoting community policing and the use of volunteers. She remembered Chief Lynn mentioning changing some sworn positions to civilian positions.

**TOWN COUNCIL MINUTES  
FEBRUARY 29, 2008**

Mayor Truex pointed out that the Police and Fire Departments were the bulk of the Town's budget, so they must consider ways to reduce costs there. He did not believe it was productive for Council to be deeply involved in this analysis because of Union issues. Mr. Marlowe asked if Council wanted to review a plan developed by staff. Mayor Truex felt a brief synopsis would be sufficient. Mr. Marlowe confirmed that Council should be made aware of any level of service reductions. Mayor Truex did not want certain core services to be affected at all, such as ambulance response times.

Councilmember Starkey felt the process must be transparent and must demonstrate the necessity and consequences of their actions to the public. She had suggested to Mr. Shimun that each Department develop three scenarios illustrating different levels of fiscal impact.

Vice-Mayor Caletka thought the department directors' budget presentations the previous year had been informative and productive. Regarding the Police and Fire Departments, he suggested negotiating contracts on a year-to-year basis to allow them to evaluate their financial position.

Councilmember Crowley agreed that the department presentations last year had worked well and he wanted these made available as early as possible.

Councilmember Luis believed the new Police and Fire Chiefs were already evaluating their departments. He said that Acting Development Services Director Marcie Nolan had suggested charging an additional fee to expedite building permits.

Vice-Mayor Caletka recommended prioritizing larger projects that would contribute to the tax base.

Mr. Marlowe stated that he used the term "reorganization" to mean internal shifting, partnership development, outsourcing, and privatization. He asked Council what degree they wanted these practices to be employed in Davie.

Councilmember Crowley was open to any proposals, but would oppose eliminating any personnel. Councilmember Luis did not want outsourcing/privatization dismissed as an option. He stated, "The whole business format of America is outsourcing, and for the city to say we would never outsource is ...behind the times."

Councilmember Starkey thought they must consider every option and opportunity. She said, "Every time we do save money in a possible outsourcing of one particular thing, it may not mean that we have to lay off anyone." Councilmember Starkey felt this should be explored immediately.

Vice-Mayor Caletka thought there were ways to outsource that could save money and enhance the quality of services but would not result in a loss of positions.

Mayor Truex did not object to outsourcing, but drew the line at essential services. Regarding preserving Town jobs, he did not want to "just willy-nilly cut people loose because that is no good for morale, but I don't think it's a function of government just to try to perpetuate government jobs." Mayor Truex thought there were some departments that ran so efficiently that there was no need to consider reorganization.

Mr. Marlowe confirmed that Council wanted to consider outsourcing, which could entail changes to infrastructure or staff. They also wanted to maintain control over their critical public safety and welfare functions. Mr. Marlowe advised Council to be careful of underbidding in the outsourcing market and to allow Town staff to bid. He added that outsourcing always resulted in the elimination of some positions.

Councilmember Crowley reiterated that he was open to any proposal, unless it meant laying off employees. Vice-Mayor Caletka said he would look at any proposal, but "it would be a hard sell if it resulted in loss of positions." Mr. Marlowe confirmed that there must be real, tangible benefits to the Town for Council to consider outsourcing.

**TOWN COUNCIL MINUTES  
FEBRUARY 29, 2008**

Council recessed the meeting at 10:20 a.m. and reconvened at 10:30 a.m.

Mr. Marlowe wanted to discuss Human Resource policies and asked if Council wanted to revisit the employee benefits package, specifically the health care package and employee contributions. Mayor Truex and Councilmember Luis wanted to consider this issue. Councilmember Crowley wanted to consider it for new employees. Vice-Mayor Caletka thought there were other possible benefits to offer, such as working a shorter week or having additional time off. Councilmember Starkey believed they should look at administrative salaries and benefits as well.

Councilmember Starkey explained they had done a compression for the Fire Department before they were aware there would be a \$9.1 million gap. She did not believe the vote would have been the same if they had been aware of the cost, and wanted this issue revisited.

Mr. Marlowe asked for suggestions to spur economic development. Councilmember Starkey advised of the Davie Economic Development Council and thought Council could work with this organization to find better ways of attracting business. She said the organization's discussions were very productive and should be put into an economic plan and a marketing strategy to bring good quality development to the Town.

Vice-Mayor Caletka felt there were flaws in the Community Redevelopment Agency's (CRA) board and Council should be more careful with appointments to this board. He thought this board should comprise of business-oriented people because "they don't have to deal with the politics, they just try to replace the down-trodden areas on downtown Davie."

Councilmember Crowley recommended an annual workshop between the CRA and Council.

Councilmember Starkey felt Council and staff should take responsibility to shepherd projects through the process to keep them moving forward. Council should also promote projects more.

Mayor Truex thought Council had been one of the biggest impediments to economic development in the last five years. He felt Council had allowed some concerns that were not credible or substantial derail projects that could have had a very good impact on the Town. Councilmember Starkey admitted the Town had a reputation as a place in which it was difficult to do business. Councilmember Crowley disagreed and felt the projects they had denied had no business being in the Town.

Mr. Marlowe said this was a great time to initiate capital projects. He explained that during times of recession, local governments needed to provide economic stimulus. He cautioned that Council must ensure they had sufficient funds to maintain the projects once they were complete.

Councilmember Starkey stated that Council wanted to go forward with the Open Space acquisitions, but conceded they may need to delay capital improvements to the sites. She wanted Administration to provide an analysis explaining why capital projects must be delayed. Councilmember Starkey thought Council should prioritize projects and noted the badly needed Town Hall facility project had been delayed for 15 years.

Councilmember Crowley thought the Town Hall project should be a priority as well. He believed working conditions for Town staff were unbearable.

Councilmember Luis agreed that certain capital projects enabled other economic development and suggested they use the Davie Update to publish articles explaining how the Town spent its money. He felt most citizens were not educated about this. Vice-Mayor Caletka agreed and thought everyone was doing his or her best regarding the budget. He suggested an article describing how efficient the Town was.

**TOWN COUNCIL MINUTES  
FEBRUARY 29, 2008**

Mayor Truex thought the Town Hall project would need to wait a bit longer.

Councilmember Starkey agreed they should do a better job explaining to the residents what money was used for and why.

Mr. Marlowe asked if Council wanted staff to investigate cost recovery fees. Budget & Finance Director Bill Ackerman described the request last year for the Public Safety Cost Recovery Fee whereby insurance companies would be charged a fee to recover the cost of assisting with accidents on highways. Councilmember Starkey strongly supported this and wanted to explore new options for how to implement it. Councilmember Luis said whenever a citizen called him about this, he had assured him there would be no cost to the Town's residents. Assistant Town Administrator Ken Cohen explained that the original plan was to charge anyone involved in an accident, but the Town Attorney had confirmed Town residents could be exempted.

Fire Chief Joe Montopoli stated they had been unable to track the proportion of resident to non-resident involved accidents on I-595 but they had some "guesstimations" that most accidents involved non-residents.

Vice-Mayor Caletka said FDOT was considering "Lexus lanes" on I-595, which would have no access in Davie. Vice-Mayor Caletka believed that Town residents would not use these lanes, but their emergency crews would still need to respond to accidents that occurred there. He wanted to announce that Davie was "not going to send our crews out there, that Florida Highway Patrol (FHP) needs to send out patrols, or the private partnership needs to kick in and have a privatized public safety. I don't think that we should be in the business of providing public safety for people who don't even live in our community." Mr. Marlowe asked Vice-Mayor Caletka if he would feel differently if the recovery fee were implemented. Vice-Mayor Caletka said, "For major incidents, I think that we reserve the right to file a lawsuit if we have to." He pointed out that "the County, they are required, according to their County Charter, to provide public safety for all the residents," but Davie did not have this requirement.

Councilmember Starkey said there was talk of merging FHP into the local Sheriff's Departments or FDLE due to budget cuts, so they could not rely on passing the responsibility to another agency. Chief Montopoli confirmed for Councilmember Starkey that other agencies were reimbursed for removal and disposal.

Vice-Mayor Caletka thought that when they inquired about exempting Town residents, the Town Attorney had indicated "that ...has all the makings of a tax." Mayor Truex indicated that he had said this. Mr. Cohen agreed to obtain a written opinion and bring it back to Council as a segmented program from which Council could adopt individual parts.

Mayor Truex said he would not be opposed to this fee in the event of major accidents, such as when "a tanker flips over and we're out there for three days." However, he did not favor charging individuals because some insurance policies would not cover it.

Mr. Marlowe listed goals Council had identified:

- Rethink services via the budget process
- Identify and discuss adoption of alternative revenue sources, including the accident recovery fee
- Stimulate economic development
  - ~ Expedite process
  - ~ Encourage larger projects
  - ~ Improve development review process

**TOWN COUNCIL MINUTES  
FEBRUARY 29, 2008**

- ~ Charge fee for expediting the permit process
- ~ Improve permit/inspection service in Development Services
- ~ Prioritize high-dollar development
- ~ Pursue better working conditions for Town staff
- Public safety
  - ~ Fire Station 86
  - ~ Bond for new ladder truck
  - ~ Fire Prevention Bureau
  - ~ Reduce response times
  - ~ Increase use of volunteers
  - ~ Consolidate positions
  - ~ Move sworn officers to more appropriate positions
  - ~ Utilize more forfeiture funds for purchases

Mayor Truex wanted to ensure that those not paying additional fees for their projects were not relegated to the bottom of the pile because preference was being given to those paying the premium to have their projects expedited. Councilmember Luis remarked on the difficulty of getting a project through the approval process and suggested providing a liaison for residents.

Chief Montopoli explained that the ladder truck was included in a bond. The bond for Station 86 was insufficient to rebuild and they had to make some choices based on economic conditions. By law, Chief Montopoli said they were required to inspect all commercial properties, but they currently lacked the inspectors to accomplish this. He pointed out that this program would actually pay for itself through fees. They must also reconsider the fee structure to ensure it was fair.

Councilmember Luis stated that his district had the worst response time in Town. He feared that if they built the station, they would not have the money to staff it. He wanted to investigate, temporarily, getting a small truck or rescue vehicle to improve response. Mr. Cohen agreed to provide alternatives for improving response time.

Council informed Mr. Marlowe that the \$9.1 million figure included the assumption that property values would decrease slightly.

Mayor Truex appreciated the staff they had and he believed it was “too soon to panic.”

There being no further business to discuss and no objections, the meeting was adjourned at 11:31 a.m.

Approved \_\_\_\_\_

\_\_\_\_\_  
Mayor/Councilmember

\_\_\_\_\_  
Town Clerk