

**TOWN COUNCIL
WORKSHOP MEETING
JANUARY 28, 2002**

The meeting was called to order at 5:41 p.m. Present were: Mayor Venis, Vice-Mayor Paul, Councilmembers Clark, Starkey, and Truex. Also present were Mr. Willi, Town Attorney Kiar, and Town Clerk Muniz recording the meeting.

Mr. Willi explained that the purpose of the meeting was to set goals to clarify the direction from Council to the Town Administrator. Councilmember Starkey clarified that this workshop was needed to set short term goals to ensure the effectiveness of the Town Administrator. She added that it was also to establish and clarify responsibilities Council expected Mr. Willi to fulfill and to strengthen the relationship between Council and Mr. Willi. Councilmember Starkey recommended making a few clear objectives that could be measured within the next six months.

Vice-Mayor Paul wanted to clarify if the review would be six months from the December 17, 2001 meeting or six months from this meeting. Councilmember Clark and Councilmember Starkey clarified that it was from the initial meeting in December. Mr. Willi agreed.

Vice-Mayor Paul stated that she had seen an attempt since the last meeting of Mr. Willi being more responsive to her requests and telephone calls. She distributed a copy of core values which was an important focus of the Sterling Process when setting goals and felt that customer focus and leadership should be priorities. Vice-Mayor Paul also distributed an outline of several key areas that Mr. Willi should be evaluated on. She spoke on each point and why it was vital that improvements be made in each of these areas. Vice-Mayor Paul reiterated that improvements had been made, but questioned whether it was because this review and evaluation were pending. She stated that it was not acceptable for projects not to be pursued because staff was not available or there was not enough staff. Vice-Mayor Paul used Coral Springs as an example of how certain items such as budget should be prepared.

Vice-Mayor Paul outlined various responsibilities that were inherent to the position of Town Administrator and felt that "direction from Council" was an important goal for Mr. Willi to improve upon. She felt that motions made by Council needed to be strictly adhered to and how staff treated citizens should be focused upon. Vice-Mayor Paul stated that complaints about staff should be documented and placed in employee files. She added that a quarterly report should be prepared that would include financial information, as well as important items such as union negotiations that the Town would be facing. Vice-Mayor Paul spoke of positions that were unfilled and felt that there was no reason for this.

Mayor Venis indicated that direction from Council was an important goal for Mr. Willi to improve upon and that motions made by Council needed to be strictly adhered to. He referred to the organization chart and wanted the Town to adopt it over the next five months. Mayor Venis felt that staff relations with citizens should be an area of focus and acknowledged that complaints had tapered off, but he stated that he would document complaints about staff and place them in an employee's personnel file. Mayor Venis stated that a quarterly report for the Town should be re-instituted. This report would include financial information as well as important issues such as union negotiations that the Town would be facing.

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Mayor Venis felt there was a need for planning reports submitted by the Planning and Zoning Division should include past actions on each piece of property. Development Services Director Mark Kutney responded that this information was included in the zoning history. Mr. Willi indicated that the "District" was recently added to the planning report.

Mayor Venis felt that a tracking system should be in place to follow-up on outstanding issues.

Councilmember Clark referred to the documents that Vice-Mayor Paul distributed, especially where customer satisfaction was concerned. She recommended a surveillance camera where permits were issued as there were numerous complaints from the residents. Councilmember Clark asked that a camera be installed and wanted justification if it was determined that it could not be installed. She felt that more diversity training and diversity initiatives needed to be put in place.

Councilmember Truex felt that Mr. Willi had been doing a good job, but felt that Vice-Mayor Paul's suggestions were good. He advised that his concerns had been addressed and perhaps this was because he e-mailed Mr. Willi rather than calling him. Councilmember Truex was opposed to surveillance cameras. He stated that four goals that Mr. Willi should strive for included: economic development; setting realistic goals and meeting them; more efficient government, which should also be a goal of Council; and improving public safety. Councilmember Truex felt that there should be a measurement tool in place to determine if these goals were met. Mr. Willi realized that the goals must be quantifiable.

Councilmember Truex referred to tracking software that Councilmembers would have access to. Mr. Willi indicated that the Town was in the process of purchasing customized software that would serve this purpose comprehensively and would be beneficial based on price and services provided. Councilmember Starkey felt that Council and the Community Relations Advisory Board should evaluate the tracking software to ensure that it would benefit the Town as a whole.

Councilmember Truex felt that Mr. Willi was improving on issues that other Councilmembers had and reiterated that he felt Mr. Willi was doing a good job.

Councilmember Starkey spoke of two goals that she felt Mr. Willi needed to achieve. She referred to the Department Director's Performance Appraisal and felt that governance and conceptual and technical knowledge needed for job performance should be a sub-heading. She stated that "knowledge and responsibilities of duties" should be a sub-heading. Councilmember Starkey felt that the Town needed to follow best business practices, protocol needed to be followed and communication needed to be improved. She added that the standard performance evaluation should be utilized for Mr. Willi's evaluation as she felt it would be beneficial to develop a comprehensive evaluation for future use. Councilmember Starkey indicated that a component of Mr. Willi's evaluation should be trust which she felt could be measured. She indicated that her biggest concern was communication and it could be measured based on responses to Council's concerns. She stated that a tracking system could benefit Mr. Willi in this area, as it would allow Council to be better informed. She felt it was Mr. Willi's responsibility to communicate positively about the Town and to the employees.

Mayor Venis advised that many of Councilmember Starkey's concerns in the area of communication could be implemented in the quarterly report. Councilmember Starkey felt that the quarterly reports would not evaluate Mr. Willi and the concerns of Council. She stated that

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the suggestions made at this workshop should be written out and progress made on these issues should be submitted to Council. Councilmember Starkey added that any Town Administrator should have a clear job description and comprehensive evaluation plan. Vice-Mayor Paul explained that every Town Administrator had guidance where they were specifically told to follow Council direction and they failed to comply. Mayor Venis agreed with Vice-Mayor Paul, adding that this was why they were no longer working for the Town. He felt that the evaluation process was a good tool to use as it would be beneficial to both Mr. Willi and Council. Vice-Mayor Paul stated that goals should not be set until concerns were prioritized, then categorized.

Councilmember Clark stated that the review of Mr. Willi was needed with townwide input, not just to the satisfaction of individual Councilmembers. She agreed that specific goals and measurement tools had to be in place and it was not sufficient to orally agree. Councilmember Clark spoke of the goal setting session and stated that even though Public Safety was a priority of the last goal-setting session, it was not addressed as a priority in the last budget process. She felt that it was imperative that Mr. Willi set clear directives for managers and staff so that the entire process would be more effective, so that the Town could have the types of departments it deserved.

Vice-Mayor Paul indicated that 7 out of 21 issues from the May 7, 2001 goal-setting session had been either completed or addressed.

Councilmember Starkey distributed a revision of the Department Head Review Process and explained how it was derived. Mayor Venis asked if this would be Mr. Willi's evaluation. Councilmember Starkey stated that it could be, but it might need further revision and indicated that an evaluation policy needed to be put in place. Mayor Venis stated that Council should come to a consensus as to what measurable objectives should be utilized to measure Mr. Willi's performance. He asked Mr. Willi to comment on Council's comments and to consolidate their concerns to clear goals.

Mr. Willi stated that there were four or five negative issues that were concerns of Council, but he felt it was unfortunate that the many accomplishments he had achieved had not been mentioned in the evaluation process. He felt that there were four main areas he needed to work on: a strategic plan for each department and the completion of a town wide strategic plan were needed; the selection and implementation of a townwide complaint tracking system; a measurement of the Town's hiring practice as it pertains to diversity; and the creation of a "glossy" report on the budget to be distributed once the budget was completed.

Mayor Venis inquired about the residents' complaints and asked which of these four goals it would fall under. Mr. Willi felt this would be difficult to quantify and it was not something that could be addressed in six months. Mayor Venis indicated that complaints had diminished. Vice-Mayor Paul and Councilmember Clark disagreed and indicated that issues still were not being expeditiously addressed.

Vice-Mayor Paul felt that Mr. Willi's four goals did not adequately cover all of Council's concern. She felt that although they did cover some areas, a system needed to be created to address all of Council's concerns regarding Mr. Willi's performance. Vice-Mayor Paul indicated that Mr. Willi should be accessible 24-hours a day, especially when issues came up on off hours. She spoke of the need for "intended outcomes," one of them being accessibility and felt that customer focus and employee relations must be included. Mr. Willi felt that customer focus

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could be included in his strategic plan goal and employee relations could be addressed under his hiring practices goal.

Vice-Mayor Paul asked where employee behavior would be addressed and indicated that everything that went on in the Town was a reflection of Council and Mr. Willi. She asked if employee behavior could be categorized under each department's strategic plan. Mr. Willi asked for direction on how to quantify this. Councilmember Starkey spoke of sensitivity training process used by Broward County.

Mayor Venis asked if there was a customer contact manual in place. Mr. Willi advised that some departments had this in place, while others did not. Mayor Venis stated that this could be a goal for those departments that did not have one.

Vice-Mayor Paul asked where response to Council and professionalism would be categorized and suggested that the latter could come under strategic plan. Vice-Mayor Paul and Mr. Willi agreed that professionalism should be a given.

Mr. Willi stated that taking direction from five Councilmembers was challenging. Vice-Mayor Paul suggested that Mr. Willi address this when it occurred under Town Administrator Comments at Council meetings. Mr. Willi also indicated that "he could not worry about the five opinions of Council," as he had to make decisions for the entire Town and that all Councilmembers might not agree with his decisions all the time. Councilmember Clark clarified that Vice-Mayor Paul was concerned with the projects Mr. Willi was directed to address and their progress. Vice-Mayor Paul clarified that Mr. Willi was not being asked to agree with Council. Also, Mr. Willi was expected to prioritize Council's directives and provide feedback regarding their issues. Councilmember Truex stated that he was not concerned with how Mr. Willi addressed these issues as long as they were addressed and the Town was running effectively. He suggested that Mr. Willi's four goals be accepted with the addition of improved customer service and improved communication with Council. Councilmember Truex stated that this could be quantifiable with a telephone log kept by Mr. Willi to track Council concerns and see to it that issues were addressed.

Councilmember Starkey asked how quickly department directors expected subordinates to respond to them. Utilities Director Daniel Colabella responded that he expected a response as soon as possible. Police Chief John George indicated that it depended on the urgency of the issue. Councilmember Starkey felt that best practices indicated that a response from the Town Administrator should be immediate.

Vice-Mayor Paul stated that several telephone numbers at Town Hall were always answered by voice mail.

Mr. Willi felt that a department director requesting a response from a subordinate was not comparable to a Councilmember requesting a response from the Town Administrator as he was often in meetings. He did not think it was a problem that there was a couple of hours delay in responding to Councilmembers.

Councilmember Starkey felt there needed to be a consistent policy and a measurable goal for communication between Council and Mr. Willi. Mayor Venis indicated that he had left messages when told that a department director was in a meeting. But when there was an emergency, he had always been able to get through to Mr. Willi. Mayor Venis felt it was not his position to micromanage, but he wanted to see results.

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Councilmember Clark advised that even though the Town Administrator was responsible to five Councilmembers, Council was responsible to hundreds of concerns. She felt that Council was not out of line in requiring improvements be made in this area. Councilmember Clark indicated that if she was bringing something to his attention, she wanted to be sure that Mr. Willi took it seriously.

Councilmember Starkey asked that everything that was discussed be brought back to Council. Council gave consensus to bring this item back before Council as Old Business.

There was discussion regarding the proposed tracking system and Mr. Willi advised that the system would be in place within the next 90 days. It was suggested that issues be discussed or Council briefings and Mr. Willi stated that there was not enough time to discuss every detail of every project the Town was involved in.

Mr. Willi asked if customer service was an issue only prevalent in the Town. Vice-Mayor Paul stated that it was probably prevalent in other places as well, but it still needed to be worked on. Councilmember Starkey felt it was Mr. Willi's responsibility to address this issue, regardless of the public's distrust of government.

Mayor Venis asked if these issues were discussed at Council Briefings. Mr. Willi stated that pertinent issues and upcoming Council agenda were discussed.

Councilmember Starkey stated that communication was critical, whether it was comprehensive or outlined.

Councilmember Truex motioned to adjourn. The motion died to the lack of a second.

Councilmember Starkey felt that it was imperative that a summary report be given to Council on a regular basis, which addressed directives from Council.

There being no further business to discuss and no objections, the meeting adjourned at 7:40 p.m.

Approved _____

Mayor/Councilmember

Town Clerk