

**TOWN OF DAVIE
GOAL SETTING SESSION
MARCH 20, 2009**

The meeting was called to order at 9:01 a.m. and was followed by the Pledge of Allegiance.

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

Executive Assistant Kristi Caravella explained the strategic planning process the Town had been engaged in for the past six months. This would be followed by an interactive session inviting Council's input. Then there would be a guest speaker, Dr. Norman Ostrau from Florida Atlantic University.

Ms. Caravella said that the strategic planning process had begun in October and virtually all employees were represented. She recognized members of the Steering Committee and remarked that the employees had the best interest of the Town at heart and wanted the Town to be a success. Ms. Caravella explained that a strategic plan was like a business plan and would serve as a communication tool between staff and Council, and as a way to measure performance.

Ms. Caravella stated that they had had used the Governor's Sterling Award model as the format for their strategic plan. She believed they must take a holistic approach to strategic planning, including total buy-in from every player in the Town; this was why everyone had been included in the process. Ms. Caravella outlined the reasons to create a strategic plan: 1) to define core services; 2) to prioritize essential functions and services; 3) to be prepared to act proactively; and 4) To relate community expectations to actual resources

Ms. Caravella said that the first step they had completed was to redefine the Town's current mission statement, purpose statement and values. The mission statement was: "The Town of Davie strives to be the preeminent community in South Florida to live, work, learn and play while treasuring our preserved natural settings." The purpose statement was derived from the mission statement and described how the mission statement could be accomplished: "To provide leadership and excellent customer-driven services to our diverse community with integrity and respect." Ms. Caravella explained that the purpose statement went right to their values and indicated how they would conduct themselves. The values Town employees would strive for every day were: 1) to be customer-driven; 2) to have respect for their diverse community; 3) to have integrity; 4) to be inclusive, transparent, honest and open; 5) to achieve excellence in work quality; 6) to display leadership; and 7) to be a community partner.

The next step in the strategic plan was to create a list of strategic priorities or goals based on the purpose statement. They had developed five goals: 1) commitment to customer satisfaction; 2) dedication to excellence in service delivery; 3) respect for and promotion of the diverse community and neighborhood values; 4) creation of an environment conducive to innovation, creativity and collaboration; and 5) nurturing the health, safety and welfare of the community. The next step in development of the strategic plan was to align all 233 programs and services the Town currently provided with the five goals. She described how some of the Town's programs fit into the goal structure. After the Town's programs were organized, Ms. Caravella said that they created categories for the programs. She displayed a grid showing how the programs were grouped.

The next process they conducted was a department SWOC [Strengths, Weaknesses, Opportunities and Challenges] analysis. This was conducted first at the department head level and then in group format with every department. Ms. Caravella explained some of the common strengths, weaknesses, opportunities and challenges they had identified:

Strengths: communication, internal and external; customer service; and teamwork

Weaknesses: lack of economic development; communication; staffing levels; equipment; office space; and technology.

**TOWN COUNCIL MINUTES
MARCH 20, 2009**

Opportunities: technology, increased efficiency/production level; new revenue sources; staff development; interlocal/partnership agreements; and privatization/outsourcing

Challenges: diminished revenues/increased costs; union contracts; interdepartmental communication and coordination; unfunded mandates; Council priorities; written policies and procedures; public perception; employee retention; and security

Ms. Caravella announced that staff was currently performing a confidential Town-wide employee survey covering such topics as: work environment, supervisors, compensation and benefits and employee relations. This data would be used to identify other areas where improvement was possible. In order to reach the last group of stakeholders - citizens and businesspeople - a survey was planned for summer 2009, which would be conducted by a professional survey organization to ensure accuracy.

Ms. Caravella advised that the next step was to align the strategic plan with the budget. Staff would analyze new programs and services for alignment with strategic priorities or goals. Ms. Caravella felt it was also fair to provide Council with information on the benefits of new programs. She showed a chart depicting how the strategic plan and budget process worked together.

Budget and Finance Director Bill Ackerman said that he had two objectives: 1) to describe the link between the strategic priorities and the budget and 2) to discuss some major revenue sources and what would happen next year.

Mr. Ackerman pointed out that the Town had been cutting costs for years and this was starting to tap into core services. Having a strategic plan would make it easier to make appropriate cuts in the future. Mr. Ackerman said that one way to ease the pain of budget cuts was to identify new revenue sources. He reminded Council that last year, they had denied the request for an increase in the fire assessment, the water utility tax, the highway cost recovery fee and red light cameras as additional/new sources of revenue, and this year they could re-examine these or identify new sources.

Mr. Ackerman presented a chart depicting a millage rate comparison with other municipalities, and remarked that Davie was in good shape compared to those municipalities. He noted that sales of single-family homes and the number of residents had decreased in the past few years, and these factors affected Town revenue because they resulted in changes in property tax and governmental revenue from the State. He advised that attracting commercial/industrial businesses to the Town would help increase revenue. Mr. Ackerman said that when cutting expenditures, the most expensive item was personnel. He stated that they had reached current staffing levels through attrition and elimination of positions.

Mr. Ackerman said that there was no way they would meet their revenue for fiscal year 2009, and they must continue to reduce expenditures and cut expenses. He said that they had also recently hired a third party who would help maximize returns on their investments.

Mayor Paul commended Mr. Shimun and staff on the presentation so far. She felt the strategic plan was an important way to communicate the Town's integrity to residents. Mayor Paul believed they needed someone in the area of economic development to coordinate all of the different entities. She looked forward to the results of the stakeholder survey that she believed would allow them to balance positive input and concerns.

Mayor Paul said that the Town would be facing a 14-15% budget cut and agreed they must consider new sources of revenue, but she was not sure she wanted to put any additional burden on taxpayers. Mayor Paul wanted to consider the red light cameras and perhaps cameras that identified speeders.

Councilmember Luis agreed they must seek new sources of revenue and wanted to reconsider the highway cost recovery fee.

**TOWN COUNCIL MINUTES
MARCH 20, 2009**

Councilmember Caletka said that he would continue to oppose an increase in the fire assessment because it reduced transparency in the Fire Department's budget and was not pro-rated. He also believed that new taxes such as the highway recovery fee made the Town "look stupid." Councilmember Caletka felt FDOT, not Davie, should be responsible for the safety of travelers in the Lexus lanes proposed for I-595.

Councilmember Caletka explained that in some municipalities that collected a fee resulting from the use of red light cameras, other government entities had claimed a portion of the proceeds, which resulted in the fee being more expensive to enforce than the municipality realized in revenue. Councilmember Caletka wanted to investigate every other possible additional revenue source the Town could choose to implement.

Councilmember Starkey still favored the highway cost recovery fee and felt this could be better explained to the public. She believed other municipalities had ideas for generating revenue that the Town should consider and she favored the red light cameras as a way to add to the Town's revenue and safety. Regarding the suggestion to outsource, Councilmember Starkey said that she would not lay off any Town employee, but thought they could consider outsourcing, attrition and reorganization. Councilmember Starkey believed there were "a lot of incorrect amounts" in the estimated revenue figures, in areas such as Homestead Exemptions. She believed there were people claiming Homestead Exemptions who were not entitled to them.

Mr. Shimun said that he and Redevelopment Administrator Will Allen had discussed sharing the cost of an Economic Development Coordinator. They had visited other municipalities and spoken with their economic development specialists to see how they conducted themselves, and realized Davie did not have any employee who could perform this job. Mr. Shimun stated that he and Mayor Paul were both interested in redevelopment of Davie Road. He said that their plans for the Transit Oriented Corridor and the Regional Activity Center were all in the same basic geographic area of the Town, so it made sense to work with the Community Redevelopment Agency (CRA) to coordinate redevelopment efforts. Mr. Shimun felt that regardless of the budget, it was essential for the Town to have this position in order to capitalize on the current economic market and be able to move forward.

Mr. Allen reported that on March 30th, he would ask the CRA for half of the funding for this position for this fiscal year. He noted that most of the development would take place on the east side of Town, which was primarily in the CRA area, and they wanted to develop coordination not only within the Town but also with Broward County.

Neal Kalis explained that he had been in business in Davie for over 30 years and had recently worked closely with staff regarding economic concerns. He believed economic development was an area that the Town should consider for a future revenue source. Mr. Kalis believed downtown Davie was a squandered opportunity and he hoped to gain Council's support on this project.

Bob Love said that he had been in business in Davie for 15-16 years and felt progress had been made in the past 90 days because of the cooperation of Mr. Shimun, Town Clerk Russell Muniz and Ms. Caravella. He thought they were working to encourage new businesses and retain existing businesses in Town.

Mr. Shimun stated that they wanted to use the Economic Development Coordinator position to establish a base from which to work on the future of the community so they could grow and develop, attract and retain businesses.

TOWN COUNCIL MINUTES
MARCH 20, 2009

Mr. Shimun said that the recent rains had made Town Hall's leaky condition more apparent and something needed to be done. He stated that there was an opportunity to use \$4.5 million dedicated for building purposes because downtown Davie was not happening. The CRA was willing to purchase the current building site for \$4.2 million and they had applied for \$2 million in federal assistance that could be utilized for LEED certification for the building. Mr. Shimun added that because of the economic situation, they could get the best contracts and the work would stimulate the local economy.

Mr. Allen explained that according to Florida Statutes, the CRA could not build an administrative building for the Town, so they had sought a creative way to accomplish it. He said that the CRA was willing to do this and could pay the first \$1 million in the first year, which could help cover the cost of plans. The remaining funds could be provided in the second or third years. Mr. Allen added that the CRA wanted a contract specifying that the Town would build a Town Hall and that the CRA could redevelop the existing Town Hall property.

Mr. Kalis pointed out that as of now, the entire Town Hall site was nontaxable but under the redevelopment plan, a portion of the site would become taxable.

Councilmember Luis commended everyone involved in the Town Hall project and said that it was exciting to see. He acknowledged that some residents felt they were spending money they did not have, but he did not feel this was the case and he hoped they would not miss this opportunity.

Councilmember Caletka remembered eliminating the Economic Development Department the first year he was on Council. He felt this was attributable to the director of the department at the time and to there being a disconnect between the CRA and Council. Councilmember Caletka hoped that creating this position would increase communication between Council and the CRA.

Regarding the construction of a new Town Hall, Councilmember Caletka felt this was a very good idea from the CRA and they should start as soon as possible.

Councilmember Starkey believed the Economic Development Coordinator was a great idea, and agreed with Councilmember Caletka that there had been a communication problem in the past. She felt the universities should be partners in the Town's economic development and growth.

Regarding Town Hall, Councilmember Starkey remarked that the building had suffered leaks for eight years and working conditions were bad. She felt they should vacate the building immediately and suggested they could lease one of the empty buildings along State Road 84. Councilmember Starkey wondered if it would be possible to extend the CRA boundaries to the west to help the blighted area there. Mr. Allen said that if they expanded the CRA boundaries, they must renegotiate their tax increment, which would result in their losing money.

Mayor Paul believed the Economic Development Coordinator was a great idea. Regarding Town Hall, she recognized there was a need but was concerned about communicating with the public to get them to understand where the money was coming from. She also wanted Council to review any plans for the Town Hall property redevelopment. Mayor Paul wondered what it would cost to repair the existing Town Hall roof because she believed they would need to stay until a new facility was built and she felt repairing the roof would be cheaper than leasing space in the interim.

Mayor Paul recessed the meeting at 10:48 a.m. and reconvened the meeting at 10:57 a.m.

Interim Housing Director Giovanni Moss stated that the Housing and Community Development Department proposed to administer a few no-costs programs: affordable housing awareness, employee housing assistance and home ownership transition.

**TOWN COUNCIL MINUTES
MARCH 20, 2009**

Councilmember Caletka remarked that this department had always done a very good job for residents. Councilmember Starkey agreed, and felt they should stay the course. Mayor Paul said that the work the department was doing was very important. Councilmember Luis agreed.

Public Works Director Manny Diez stated that since his arrival, he had tried to provide residents with a consistent quality of service. He acknowledged that the Town had difficult decisions to make regarding the future of the Department, and some of the options he would present might not be desirable, but must be considered.

Mr. Diez said that Public Works had analyzed major tasks with an eye toward outsourcing their work, but had discovered this would not provide immediate budget relief. He said that the only option for immediate budget relief was to reduce either the scope of work or the level of service. Mr. Diez stated that the most likely place to do this was in the parks and suggested Council approve a parks and recreation tax, a parks fee or an increase in the millage rate to continue current services. Mr. Diez said that they intended to eliminate overtime except for emergencies and to reduce their discretionary funds in the next budget.

Mr. Diez asked Council to put a freeze on any capital projects that did not support core functions of the Town, specifically building new parks that he did not have the resources to maintain.

Councilmember Starkey thought they should consider closing some neighborhood parks for a few days each week. She also felt they should reduce the number of programs offered unless they charged a fee, except for senior programs for which they should investigate additional funding sources. Councilmember Starkey agreed that development of some parks could be postponed and they could start outsourcing maintenance.

Mayor Paul wanted to investigate corporate sponsorship of parks and park amenities. She also suggested reviewing vendor contracts, specifically landscaping. Mayor Paul did not support a tax on park usage and said that she would need to carefully consider park closures.

Councilmember Luis felt the Town's parks system was one of the things that made Davie unique. He was unwilling to consider closing parks right now.

Councilmember Caletka favored cutting overtime and encouraging corporate sponsorships. He believed raising the millage rate would be necessary this year, but thought they would still suffer a decrease in total tax revenue. Councilmember Caletka did not support user fees for the parks. He reminded Council that District 1 still had almost all of its bond money, and he wanted to move forward with Sunny Lake and the Betty Booth Roberts addition.

Mayor Paul recessed the meeting at 11:17 a.m. and reconvened the meeting at 11:25 a.m.

Ms. Caravella described the last piece of the strategic plan regarding implementation of performance management. This entailed identifying data that could be used to measure return on investment, benefits and costs. Ms. Caravella believed that measuring performance would provide invaluable information and tell Council what their customers really wanted.

In order to implement performance management, they must first develop Peak Performance Indicators, which was data that measured both cost and benefit. Ms. Caravella explained they had entered into a partnership with the Florida Benchmarking Consortium, a spin off of the International City Management Association that performed data collection to compare cities to one another.

Ms. Caravella remarked that the strategic plan was a living document and would be used during the budget process. She explained they would examine the strategic plan every three years because the environment would change. Ms. Caravella invited Council's input regarding the format used for the priority session in future years.

TOWN COUNCIL MINUTES
MARCH 20, 2009

Ms. Caravella described the reasons for creating a strategic plan: 1) to focus on core services; 2) to tune in to customer needs; 3) to operate within their means; 4) to have a balanced budget; 5) to be efficient and effective; and 6) to be a participatory and collective government partner in the community

Mayor Paul introduced Representative Ron Klein.

Representative Klein said that he had been investigating the stimulus package to make sure the Town was aware of opportunities for funding. He introduced Felicia Goldstein, his District Administrator.

Councilmember Starkey stated that there were a number of projects the Town had prioritized and Ms. Caravella had made Representative Klein's office aware of. Councilmember Starkey asked for his help enabling the Town to receive some stimulus funding for these projects. Representative Klein explained that there were direct funding formulas and there were competitive grants for which the Town could compete. He advised the Town to notify his and Representative Debbie Wasserman Schultz' offices about funds for which the Town wished to compete and they would ensure they were competing fairly with everyone else.

Ms. Caravella introduced Dr. Norm Ostrau to discuss ethics.

Dr. Ostrau introduced Rebecca Keeler, a cofounder of the Public Ethics Academy. He explained that the Academy was developed to provide training to local governments, perform research, and aid in developing legislation regarding ethics.

Dr. Ostrau stated that there was one principal duty for Councilmembers - to perform their fiduciary duty to the Town of Davie above their private interests. He explained that the State of Florida and the federal government had set an ethics floor below which they could not go.

Dr. Ostrau stated that Florida had the most federal public corruption convictions of any state for the past 10 years, with over 800.

Dr. Ostrau informed Council that the civil part of the Ethics Code was established by the Florida Commission on Ethics, who rendered opinions on whether or not there was a potential violation of the Code. He said that any board appointee had the right to ask the Commission for an opinion and noted this was the only opinion on which they could rely.

Dr. Ostrau explained the possible penalties for violating the Ethics Code several situations that presented ethical dangers and rules. He described a whistleblower situation and stated that the Town must create an environment that encouraged officers and employees to consider where there was misconduct and know how to deal with it.

Ms. Keeler said that Public Ethics Academy discussed not just the law, but also the value system, and what the cultural components should look like in an environmental organization. She explained that there was a difference between morality, ethics and law. Morality was internally driven and ethics referred to standards of right and wrong in relation to a particular group to which one belonged. Ms. Keeler advised that the law set minimum standards of behavior, but did not dictate what should be done in every situation. It was, therefore, important to focus on ethical responsibilities to know what to do when the law was not specific.

Ms. Keeler remarked that Council was facing difficult economic times and would be faced with difficult choices. She felt this was a prime opportunity to make changes to the Town's ethical culture.

Mayor Paul asked for advice regarding corporate sponsorship of parks and park amenities. Dr. Ostrau said that a caution sign should go up if they were soliciting from Town vendors. As a rule, the more general the solicitation was, the better.

**TOWN COUNCIL MINUTES
MARCH 20, 2009**

Fire Chief John Montopoli remarked that the Fire Department was moving along well in their endeavor to develop the Department in a professional manner.

Chief Montopoli wanted to move forward with Fire Station 86. He felt now was a good time to act since real estate prices had come down and the construction market had slowed. They were currently investigating land in the 136th Avenue corridor. Chief Montopoli stated that the annual operating costs for a station was approximately \$3.8 million. He said that if they were asked to write a budget with a 5% or 10% decrease, this would cut into manpower, resulting in a reduction of service to residents. He requested that Council give permission to move forward with building the fire station.

Regarding the Southwest Ranches interlocal agreement, Chief Montopoli believed there were some cost savings to be had for the Town and for Southwest Ranches. He recommended bidding out fire services for Southwest Ranches and if Davie got the contract, he would like to hire six additional firefighters to be put in a second rescue station on 172nd Avenue as the temporary fire station location. He would subsequently close Station 91 and move into their facility. From that location, they could provide services to the Town's residents as well as the residents in Southwest Ranches. The additional six firefighters could go to Station 86, which would allow them to run an adaptive response station in the western portion of the Town.

Mayor Paul said that they had been waiting a long time for a fire station in District 4. She advised Chief Montopoli to begin with a public meeting and to identify a location. Councilmember Luis agreed that a station had been needed in District 4 for a long time.

Councilmember Caletka thought Chief Montopoli had devised a unique solution and he supported his recommendations.

Chief Montopoli explained to Councilmember Starkey how he had arrived at the estimated cost to build Station 86. Councilmember Starkey stated that the public meeting should involve the entire service area for the station.

Planning and Zoning Manager David Quigley felt the Planning and Zoning Division could be helpful in creating a master plan for a greener, more environmentally responsible Town. The master plan would set out goals and define which departments or individuals would be responsible for accomplishing the goals. He recommended utilizing the Green Local Government Standard.

Mr. Quigley explained that provisions of several new ordinances were not published in the Code, which had resulted in inconsistencies. He felt this could be improved by first republishing the existing Code, and then correcting the inconsistencies. Mr. Quigley believed this would result in significant productivity gains because less time would be spent discussing disagreements about Code standards.

Councilmember Luis and Councilmember Caletka supported Green building initiatives and hoped the new Town Hall would be built to LEED standards. Councilmember Starkey agreed and added that clarifying the ambiguities in the Code would make development easier. Publishing the information on the Town's website would make it more accessible. Councilmember Starkey favored utilizing outside consultants for any work the Planning and Zoning Division felt appropriate.

Mayor Paul believed the Code updates were very important, especially in those areas where Council pulled site plans for clarification.

Mr. Ackerman advised that he had attended a meeting of the Broward City/County Managers Association where next year's budgets were discussed. He said that most discussions concerned cuts, not new revenue sources. Mr. Ackerman stated that this year he would bring up some of the same revenue suggestions he had made last year: water utility tax; increase in the millage rate; increase in the fire assessment; highway cost recovery fee; increasing user fees; and red light cameras.

**TOWN COUNCIL MINUTES
MARCH 20, 2009**

Town Clerk Muniz said that the Town should look into longer-term revenue streams. He had asked department heads to consider services that could be franchised. Town Clerk Muniz promised to bring potential franchise opportunities to Council to consider.

Councilmember Caletka suggested identifying unique ways other municipalities raised money that Davie could implement.

Councilmember Starkey recommended giving the new revenue information to the Budget Advisory Committee to review. She also asked for an explanation of the ramifications of cuts and revenues. Mayor Paul agreed that the Budget Advisory Committee should be more involved.

Councilmember Luis felt the Town must be creative in considering new revenue sources.

Ms. Caravella asked for Council's comments on the strategic plan. Mayor Paul said that staff had done a great job and she was pleased with the direction in which they were headed. Councilmember Starkey agreed and said that she appreciated the new format. Councilmember Luis stated that the presentation was well done. Councilmember Caletka noted an improvement over previous presentations. Mayor Paul remarked that this had been proof that the project could be done in-house and did not necessitate hiring an outside consultant.

Councilmember Caletka made a motion, seconded by Councilmember Luis, to excuse Vice-Mayor Crowley. In a voice vote, all voted in favor. (Motion carried 4-0)

There being no further business to discuss and no objections, the meeting was adjourned at 1:16 p.m.

Approved _____

Mayor/Councilmember

Town Clerk