

**TOWN OF DAVIE
VISION AND GOAL SETTING WORKSHOP
APRIL 3, 2017**

1. PLEDGE OF ALLEGIANCE

The meeting was called to order at 8:54 a.m. and was followed by the Pledge of Allegiance.

2. ROLL CALL

Present at the meeting were Mayor Paul, Vice-Mayor Luis and Councilmembers Caletka, Hattan and Starkey. Also present were Town Administrator Lemack, Deputy Town Administrator Lewis, Town Attorney Rayson, Assistant Town Administrator Holste and Town Clerk Roig recording the meeting.

3. VISION AND GOAL SETTING

Mr. Lemack went over the agenda:

- The Strategic Plan Update
- Establishing 2018 Budget Priorities
- 2018 Budget Outlook
 - Five-year Forecast
 - The Capital Improvements Program
 - Economic Development
- Departmental Updates
 - CRA Redevelopment Initiatives
 - Information Technology
 - Town Website
 - Extended Hours License
- Ethics Training
- 2018 Operational and Budget Initiatives
 - Showcase Department: Parks, Recreation and Cultural Arts
 - Davie Arena at Bergeron Rodeo Grounds increased versatility and portable flooring system
 - Solid Waste Disposal
 - Meter Reading Technology Upgrade
 - Water and Sewer Accounts: Landlord v. Tenant
 - Davie Master Utility Master Plan Update
 - Telecommunications Infrastructure
 - Roadways
 - Design ROW - Orange Drive and Downtown Davie Road
 - Davie Road Phase 4 - Griffin Road to Stirling Road
 - Building, Engineering, Fire, Landscaping and P&Z Permit Fee Schedule
- Summary of Town Council Input

Mr. Lemack presented a recognition award to Heidi Klemm, from the utilities department thanking her for her support.

Mr. Lewis provided an overview of the recent management retreat.

Ms. Esquenazi, chair of the strategic planning committee, and Arlyn Millares, vice chair, explained the committee's purpose, membership and process for setting priorities. 2016 Accomplishments included Microsoft Word and Excel training, focusing on technology. In 2018, they would hold workshops geared toward customer service training and find a liaison from a local university to help with the 2019 strategic planning process. They would also have an outside consultants conduct an anonymous citizen and business survey to get feedback on the Town's performance.

Mr. Lewis explained the three 2018 budget priorities:

- Fiscal stability via ongoing analysis and management of resources
- Transformative redevelopment through assessment and implementation of progressive policies that were flexible and would attract new businesses and grow existing businesses
- Embracing technology to improve access, convenience and timeliness of information and increase efficiency and security

Council agreed on these three priorities.

Bill Ackerman, Budget and Finance Director, provided an overview of the five-year financial forecast.

- Expenses would to outpace revenue growth
- Development would slow significantly
- Pension Liabilities
 - Market conditions have been beneficial but
 - Unfunded mandate – mortality table
- The current five-year projection did not assume full funding of future infrastructure costs or set aside any funding for significant capital expenditures
- Southwest Ranches Interlocal agreement
- Every Town function would be reviewed to align baseline costs and corresponding levels of service

Mr. Ackerman described the Town's pension contributions and plan funding ratios, which were currently 71% for Fire, 77% for police and 110% for general/managerial. The improvement in funding ratio over time was the result of creating a second tier for all plans that entailed a reduced multiplier, later normal retirement dates, a reduced maximum benefit, reduced average final compensation, having all employees contribute to a defined benefit plan and consolidating general and management employees.

Mr. Ackerman explained that the new mortality table, which would cost the Town significant money.

Mr. Ackerman reviewed the projected revenues and expenditures from 2018 to 2022 and the anticipated increasing deficits each year.

Councilmember Starkey said the state legislature was considering requiring CRAs to pay down reserves before borrowing money and this would badly affect the Town. She asked if this would affect their bond rating. Mr. Ackerman explained that all of the CRAs reserves and bond monies were set aside for projects so this should not affect them.

Everyone sang happy birthday to Councilmember Hattan.

Mr. Holste said all their bond money was being spent so the projects they were funding had been steadily declining. Projects included:

- Roadway projects in the Regional Activity Center
- Betty Booth Roberts Park expansion
- Sunny Lake Bird Sanctuary
- Linear park piers and pavilions

- Fire/Public Works garage/security
- Pine Island Park aquatics facility
- Robbins Park playground
- Fire Station 86/ Shenandoah Park
- Governor Leroy Collins Park.

Mr. Holste provided an update on economic development.

- Redevelopment of Palma Nova had resulted in an increase in taxable value from \$15 million to \$250 million while reducing costs for police and fire.
- New construction was anticipated to peak in 2018 and decline steadily until 2020.
- Since 2015, most redevelopment had been concentrated in the eastern portion of town

Mr. Holste announced the Town's population was now over 101,000, a 10% increase since 2010. He anticipated the population would be over 104,000 by 2019.

Mr. Holste provided an update on ongoing residential and commercial/industrial projects. He reviewed the Town's parks and levels of service for residents and said in the past year, they had:

- Expanded Betty Booth Roberts Park
- Bid out construction of Firefighters Park
- Designing Davie Wetlands Preserve and Governor Leroy Collins Parks
- Identified a future Eastside Park
- Approved a declaration of restrictive covenants to limit future development of the sites.

Council took a brief break.

Giovanni Moss, Community Development Director, provided an overview of CRA projects in the downtown area:

- Zona Village/Suede
- Main Street Lofts
- Main Street Courts
- Main Street Place
- Downtown Davie
- Ice Cream Cakes Café.

Mr. Moss described the downtown Davie Road concept to make it more pedestrian friendly. One priority was to create a downtown centerpiece that would include: developing CRA owned property, better utilization of the Huck Liles properties, relocation of town hall and maintaining a focus on the Town's cowboy/western roots. They would also utilize public private partnerships to accomplish the downtown centerpiece.

Nelson Martinez, IT director, provided a presentation on New World ERP, recently purchased by Tyler. He reported most of the issues had been resolved and recommended they stay with New World while utilizing other components of the system, such as the inspection module, online payments, disaster recovery and information presentation.

Mr. Martinez reviewed changes in the Town's IT personnel, organization, infrastructure and security since 2015. He described projects they had completed and current initiatives. He explained improvements to their Verizon cell-based coverage in town facilities as well as enterprise projects that were underway.

Mr. Martinez said a municipal network for the entire Town was not a good idea but a network for the town's use in strategic locations could be considered.

Leona Henry, Public Relations Coordinator, provided a walkthrough of the town's new website design. She announced that after the new website went live on May 11, they would begin work on a town mobile app for Android and iOS. Before the website went live, they would create a best practices guide, assign permission roles in departments and divisions, and designate subject matter experts.

David Quigley, Planning and Zoning Manager, provided an update on the town's new alcoholic beverage extended hours licensing. Implementation includes:

- A Planning/Zoning Review
 - Site/neighborhood evaluation
 - Verify participation in responsible vendor program
 - Evaluation of public comments
- Police Review
 - 3-year history of law enforcement activity
 - Criminal background check for manager
 - Review security camera features
 - Determination of security detail (if any)
 - Determination of "no trespassing" program and signs

There were currently 13 businesses under review for the licenses. Each approval would include conditions specific to that business and businesses would be subject to inspections to ensure compliance with those conditions.

Mr. Rayson gave a presentation on ethics and Florida Sunshine Law. Mr. Rayson said the Broward County Ethics Ordinance applied to all elected officials, and described the regulations regarding gifts, lobbyists, honest services, conflicting employment, voting conflict, campaign contributions, financial disclosure, voting and private gain. He explained the scope and requirements of the Sunshine Law on meetings and public information. Mr. Rayson then gave Council a quiz on sunshine issues.

Council took a break for lunch.

David Flaherty, Parks and Recreation Director, provided statistics on activities in the Town's parks in 2016. He then outlined planned future amenities: pumptracks, permanent ping-pong tables, additional splash pads, zero depth entry pool at the Pine Island pool, playground and fitness equipment for seniors and additional acreage for multipurpose sports fields.

Mr. Flaherty said in 2018, they planned to increase versatility and add programming to the Davie Arena at Bergeron Rodeo Grounds, including social and sporting events. In order to host sporting event, they must have a portable flooring system that could be installed for specific events. This would allow them to hold futsal, pickleball, volleyball and basketball tournaments. Mr. Flaherty asked Council if staff should continue researching the opportunities and financial costs associated with a portable flooring system for the arena. Council all agreed.

Mr. Holste gave a presentation on solid waste and recycling, including their current collection, disposal and recycling, and current contract terms. Solid waste disposal options included:

- Extending the Sun Bergeron contract for five years
- Piggybacking on the County's Wheelabrator contract
- Negotiating a disposal agreement as part of their collection contract with Waste Management
- Issuing an RFP for services.

Staff recommended extending the Sun Bergeron agreement because they would have guaranteed pricing, terms and condition, including their rebates. Also, if they changed the servicer, they would need to contract separately for hazardous household waste.

Mr. Holste asked if Council supported entering into negotiations to extend the Sun Bergeron disposal agreement for five years under the same terms and conditions. Councilmember Starkey noted they had the current agreement until July 2018 and they should wait a couple of months to consider their options. Mayor Paul said the other options were all expensive and they should lock in the rate for five years. Council agreed to continue the current agreement for five years.

Ronald Bolton, utilities department, described the AMI meter reading system upgrade. He explained the new system would work in real time for usage, alerts and maintenance issues. This new system would allow them to reallocate workforce resources and streamline the process, increasing productivity and revenue. Mr. Bolton said they could get the new AMI system for approximately the same amount they had paid for the AMR system.

Mr. Bolton asked if Council wished to proceed with an RFP to upgrade water meters and meter reading infrastructure to be implemented over the next two fiscal years. Mayor Paul said this was an excellent system because it would allow customers to see their accounts online and monitor their service. Council agreed staff should go forward with an RFP.

Mr. Ackerman gave a presentation on water/sewer accounts. He explained that there were approximately 6,000 inactive/closed tenant accounts on which the town had not been able to collect the amount owed, costing the Town a total of \$1.6 million. The potential solution was to open water/sewer accounts in the property owner's name only. This would force landlords to be more responsible and allow the Town to lien the property for non-payment. Mr. Ackerman stated five other municipalities had implemented this system. He said this change would apply only to new accounts or name changes on existing accounts; it would not be retroactive. Mr. Ackerman asked if Council wished the Town to hire a collection company to seek the \$1.6 million in uncollected water and sewer payment debt. He said this would be on a contingency basis; the Town would not spend any money. Councilmember Starkey asked if this program had been successful in other cities but Mr. Ackerman did not know. Council agreed to hire the collection company on a contingency basis.

Mr. Ackerman asked if staff should bring forward an ordinance that would require newly created water and sewer accounts to be in the property owner's name. He acknowledged that property owners might not be happy about the new system. Mr. Lemack said the owner and tenant would receive notifications about the water use. Vice-Mayor Luis did not like the proposal. Councilmember Caletka pointed out that they charged customers 110% of the cost for water and if some customers did not pay, others must make up the difference. Mr. Rayson said landlords could require tenants to provide a credit card to secure payment of any overdue water bill.

Renuka Mohammed-Bajnath, Assistant Utilities Director, gave a presentation on the master plan update. The plan was a comprehensive study that would be used as a guide for future utility planning, decision making and operations. Ms. Mohammed-Bajnath reported that since 2010, the operating environment had experienced significant changes that were not reflected in the last master plan. The main factors to consider were population growth and land use determinations. Their bulk user agreement with the Seminole Tribe for the Hard Rock Hotel and Casino was scheduled to be discontinued by early 2020. This represented approximately 10% of their water/waste water demand and about \$1.5 million in annual revenue. This would affect the distribution system and could affect future credit ratings.

Ms. Mohammed-Bajnath recommended hiring a consultant to review current and forecasted operating and financial conditions; review costs for alternatives and select the most economical and practical options to provide services to customers. The estimated cost for the update was \$250,000 to

\$350,000. Ms. Mohammed-Bajnath asked if Council supported this recommendation. Staff confirmed for Mayor Paul that the utilities department had the funds to conduct the study. Mr. Ackerman said the water rate study was separate and would cost approximately \$50,000. Council agreed to move forward with the master plan update.

Mr. Holste provided a presentation on the town's telecommunications infrastructure. The existing towers were owned by Crown Castle and American Tower and the town split the revenue 50/50 but after 2023, the town would own the towers and could keep all of the revenue. Maintenance would be the responsibility of the carriers. Cityscape would prepare an RFP to evaluate vendor applications, negotiate contracts and review construction plans. The new 5G poles and antennas were made by Philips and Mobilite. Mr. Holste reviewed proposed future tower sites. He said new technology allowed the towers to be less obtrusive.

Mr. Holste asked if Council supported issuing an RFP for the cell towers he had described and if they supported negotiating a non-exclusive permit agreement with Philips. Councilmember Starkey said State House Bill 687 concerned rights-of-way for telecommunication and said it would pre-empt any town authority. She asked how this would affect an agreement with Philips. Mr. Holste said the bill affected installing infrastructure in a Town right-of-way, not co-locating on town light poles. He did not believe they could enter into an exclusive agreement regarding the Town's right-of-way.

Mitch Taylor, Intergovernmental Affairs Manager, explained that HB 687, as written, allowed the town to deny access to the Town's utility poles, but they could not deny access to the right-of-way. They would also not have the ability to negotiate charges for using the town's right-of-way.

Mr. Quigley discussed changes in right-of-way requirements on Orange Drive. Increasing the right-of-way would allow them space to include a center turning lane, landscaping and a sidewalk on one side. An 80-foot right-of-way could accommodate a separate turning lane, would reduce the cost of utility work and provide space for a bicycle/pedestrian path.

Mr. Quigley asked if Council supported amendment of the local road master plan to require an 80-foot right-of-way on Orange Drive. Laura Borgesi, Town Engineer, explained that they feared the canal would be widened in response to sea level rise and the town would lose the equestrian trail. The 80-foot right-of-way would allow them to salvage some connectivity on the north side. Mayor Paul, Councilmember Starkey and Councilmember Hattan agreed to the amendment; Councilmember Caletka was opposed and Vice-Mayor Luis was undecided.

Ms. Borgesi discussed increasing the right-of-way to 104 feet on Davie Road in the downtown segment and Council agreed. She asked about implementing Davie Road Phase 4, also increasing the right-of-way to 104 feet, from Griffin Road to Stirling Road. This would include adding it to the capital improvement program and directing staff to seek grants for design and construction of the improvements. Council agreed.

Mr. Holste gave a presentation on fire plans review and inspection staffing, and building and fire permit fee schedules. He explained that the policy must be revised because the current method, splitting permit revenue between the building department and fire department 80%/20%, was contrary to Florida Statute and left the fire department unable to handle the review and inspection workload. Staff was therefore recommending funding the fire department directly from the building fund to cover the costs of fire plan review and inspections. Current expenditures were approximately \$400,000. They should also fund a new full-time plan review and inspection position out of the building fund. The cost for this would be approximately \$120,000.

Mr. Holste also proposed several changes to the building fees schedule which would allow their fees to meet state statutes, enable them to hire adequate staff for review and inspections while the general fund and building fund would be able to maintain their revenues.

Mr. Holste asked if Council supported modifying the fee schedules and funding the fire plans review/inspection positions through the building fund. Mr. Holste clarified that the \$120,000 would cover four new positions. Councilmember Caletka was in favor of the fee schedule change but said he would not approve any new positions until he saw the budget for it. Mr. Lemack explained they were not requesting new positions today; they were only requesting the fees change. Mr. Holste said if Mr. Ackerman agreed, they would start paying for the existing positions out of the building department instead of the general fund immediately. Mr. Lemack agreed to change the language in the request to: Council supporting modifying the fee schedules and funding the existing fire plans review/inspection positions through the building fund. Vice-Mayor Luis admitted he had mixed feelings about the proposal.

Mr. Lemack asked if Council had any questions or additional input. Mayor Paul asked about the red light camera contract and whether they wanted to continue the contract under the current conditions. She remarked on how this had helped the police department with crime control and resolution. Councilmember Caletka stated they did not need to issue citations; they could leave the cameras in place to record activity. Councilmember Starkey said the program had changed people's behavior at red lights and she wanted to keep them on SR 441. Mr. Lemack agreed to speak to American Traffic Solutions about continuing a revenue-neutral program.

Councilmember Caletka asked if there was any other contract from which the Town derived no revenue but a private entity did. Mr. Lemack provided statistics for the red light camera program since its inception and reiterated that the program had helped solve traffic criminal cases. He was unaware of any other contracts like this one.

Councilmember Starkey had received requests for a water play area and a renovated kiddie area at Bamford Park. People were also interested in gardening classes at Robbins Lodge Park. Mr. Lemack suggested Marando Farms would be a good location for gardening classes. Councilmember Starkey said residents were also interested in movies in parks.

Mr. Lemack recapped Council's responses to the recommendations from staff and confirmed that a majority of Councilmembers had approved of all of them.

Mr. Lemack stated he was about to begin his seventh year as Town Administrator. He thanked everyone for being so helpful and noted how incredible Town staff was.

4. ADJOURNMENT

There being no further business to discuss and no objections, the meeting was adjourned at 3:55 p.m.

Approved _____

Mayor/Councilmember

Town Clerk