

**TOWN OF DAVIE  
VISION AND GOAL SETTING WORKSHOP MEETING  
APRIL 13, 2018**

**1. PLEDGE OF ALLEGIANCE**

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

**2. ROLL CALL**

Present at the meeting were Mayor Paul, Vice Mayor Caletka and Councilmembers Hattan, Luis 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 SESSION**

Mr. Lemack presented the Special Recognition award to Brian O'Connor, Procurement Manager for his work to streamline and improve the Town's procurement procedures. Mr. Lemack also presented a Special Recognition award to the Department of Public Works and Capital Projects and Osdel Larrea, Director, for their exemplary performance before and after Hurricane Irma.

Mr. Lewis stated the Town's FY2019 Budget Priorities: Fiscal Stability, Transformative Redevelopment and Embracing the Technology Movement. He then discussed highlights from the Management Retreat:

- Strategic Plan-Timeline and Focus Areas
- Strategic Priorities created 10 years ago:
  - Commitment to customer service
  - Dedication to excellence in service delivery
  - Respecting and promoting diverse and sustainable community and neighborhood values with consideration of our historic roots
  - Creating an environment that is conducive to innovation, creativity and collaboration
  - Nurturing the health, safety and welfare of the community

Mr. Lewis recommended maintaining the strategic priorities and Council agreed. He asked if Council supported the revised strategic plan approach and the 50% savings toward consulting services for the plan and Council agreed. Mr. Lemack explained how they had reduced the size of the strategic plan document to make it more readable and implementable.

Councilmember Starkey said it was important to determine how departments were meeting goals in the Strategic Plan each year.

Bill Ackerman, Budget and Finance Director, discussed the five-year financial outlook, methodology and analytics. The forecast showed a deficit starting in 2020 and Mr. Ackerman explained that taxable values had still not recovered to the high point in 2008. He also noted the spike in pension costs in 2018 due to a change in the mortality tables they must use and because the Town prepaid its pension contribution.

Mr. Ackerman explained the additional impacts on future expenditures from public safety initiatives. This included the approval of a budget item to add six police officers to provide Resource Officers to schools after the Marjory Stoneman Douglas shooting and approved overtime for a third person on fire rescue vehicles from Station 38. These two initiatives would cost a total of \$2.7 million in 2019. There were potential long and short-term solutions to reduce or cover these costs: long-term solutions included an increased millage rate or fire assessment, the possibility of new legislative funds and/or Broward County School Board or state funds. Short-term solutions included various grants, the

Forfeiture Fund, Police and/or Fire Impact Fees, utilizing reserves or utilizing the \$2 million they had set aside for the Capital Improvement Program.

Mr. Lemack recalled they had committed to spending \$2 million to capital projects. If they used those funds to cover the public safety initiatives, the ongoing deficit would continue in coming years and the Town would not be able to fulfill their commitments to residents regarding the capital projects. He asked if Council supported their previous \$2 million commitment for capital improvements: roadway paving, traffic calming, stormwater and infrastructure.

Vice Mayor Caletka wanted to keep the \$2 million to build back up their reserves, which had been diminished by hurricane costs. The remaining members of Council wanted to use the \$2 million for the Capital Improvement Projects as planned. Mayor Paul felt they should honor their commitment to residents and Councilmember Starkey pointed out that the capital projects concerned some serious health and safety issues.

Mr. Lemack discussed additional pressures on the 2019 budget: \$100,000 for a Public Safety Master Plan; replenishing emergency reserves at a rate of \$1 million per year for five years (after anticipated FEMA and State reimbursement) and \$300,000 for a compensation study. The additional pressures on the 2019 budget totaled \$4.1 million.

Mr. Lemack described possible long-term solutions to addressing the deficit. Increasing the millage rate .5 mills would generate an additional \$4 million in revenue and increasing the fire assessment by \$67 to \$263 would generate \$4 million. Mr. Ackerman reminded Council that these were estimates, based on 2018 figures. There was also the possibility of additional State and Broward County School funds.

Council supported: the continuation of the fully staffed SRO Program; the police support staff for the supervision, proactive investigation and social meeting monitoring for school safety and SRO support; the full-time staffing for a third person on the Rescue Unit for Station 38; the allocation of funding for a Public Safety Master Plan for police and fire and the allocation of \$300,000 to the FOPA/non-representative employees based on the compensation study. Vice Mayor Caletka did not support the five-year reimbursement plan for \$1 million per year for the Hurricane/Emergency and Disaster Recovery Operating Fund Balance Reserve.

Mr. Lemack discussed possible increases in the millage rate and fire assessment to address the shortfall. He said an increase in the millage of .35 mills would yield \$2.9 million and an increase in the fire assessment of \$18.75 would yield \$1.1 million but implementing these increases would not significantly change their ranking for these revenue generators compared to other Broward County municipalities. The increases Mr. Lemack cited would result in an additional \$105.88 per year or \$8.82 per month on a \$250,000 home. Mr. Lemack used the \$52 million Tower Shops property for a commercial example and stated there would be a tax impact of \$33,014.82 annually or \$2,751.23 monthly.

Mr. Lemack compared the impact of various increases on a \$250,000 home. He asked Council if they would support the .35 millage rate increase and the \$18.75 fire assessment increase to fund the initiatives they had approved.

Mr. Lemack said they could not be certain of reimbursement from the Broward County School Board so he had not anticipated it for this discussion. Mayor Paul had been talking with their School Board representative, Laurie Rich Levinson, about Davie's unique situation of having Broward County schools in Town and how this should affect their reimbursement calculations for the School Resource Officers. Ms. Levinson had agreed to bring this to Broward County School Superintendent Robert Runcie.

Vice Mayor Caletka said he would support a \$15 increase in the Fire Assessment because he had committed to the third person on the Station 38 crew. Councilmember Starkey said most residents would support the increases if they understood what they would receive in return. Councilmember Luis said constituents with whom he had spoken had supported the school safety initiatives, regardless of the additional costs.

Vice Mayor Caletka suggested the Council give direction to increase the millage by the maximum allowed via a supermajority vote and to increase the fire assessment to make up the balance. Mr.

Ackerman said that millage increase would be between .25 and .3 mills and the fire assessment increase would be approximately \$30.

Councilmember Hattan stated she had never seen such community support for Council to do what was needed to make Town schools safe and they should take advantage of this support. Councilmember Starkey wanted to accept Mr. Lemack's recommendation and acknowledged that the figures would probably change.

Mr. Lemack suggested they could postpone this discussion until they had firmer numbers to deal with. Mr. Ackerman stated by the June 13 budget workshop they would have firmer numbers to discuss. Mr. Lemack added that by that time they might know if they would be receiving additional Broward County and/or state funds. Vice Mayor Caletka confirmed he was supportive of capping the fire assessment increase at \$15. Mr. Lemack said as the numbers changed, they would assume a \$15 increase in the fire assessment and adjust the needed millage increase accordingly.

Council took a break.

Laura Borgesi, Town Engineer, said they wanted to take a proactive approach to speeding issues instead of reacting after the fact. They must balance the need to control speeding while not affecting public safety response times. Ms. Borgesi said they needed a comprehensive Traffic Calming Study. She asked if Council would support hiring a firm to conduct a Comprehensive Traffic Calming Study, starting with the north-south roadway corridors between Griffin and Stirling Roads.

Mayor Paul asked if they would move forward with their plans for SW 70 Avenue with temporary speed tables and include the results in the study. Ms. Borgesi said there were already monitors on the north/south corridors that would be in the study and they would install the temporary speed tables to see how traffic diverted to avoid them. Council had consensus to move this forward.

Mayor Paul asked about the widening of Orange Drive and the left turn lane to cross the bridge and Ms. Borgesi replied this was a Broward County right-of-way. The Broward County had installed monitors and determined this was not necessary, but Ms. Borgesi stated she was trying to convince the Broward County that the Town would pay for the improvement.

Mayor Paul said she had designed a plan for a bike lane on SW142 Avenue at least the length of Vista View Park and around shotgun road to Orange Drive, as well as lane widening on Orange Drive. She had shown it to an MPO representative, who advised her to bring it to the Mayors' Roundtable at the MPO to present for a grant. Ms. Borgesi said this presentation should be brought to the MPO's Call for Projects on May 17, not the roundtable.

Jorge Gonzalez, Fire Chief, described the data on the charges, payments from various sources and outstanding balances for fire rescue transport fees. The outstanding balance for 2015 was \$708,000 and for 2016 was \$793,000. Chief Gonzalez explained that if they used a collection agency, he would expect to recover only \$8,000 for every \$500,000 in uncollected funds. He asked if Council wished to use a collection company to collect non-resident unpaid rescue transport fees. Mr. Lemack felt they should use any opportunity to recover money from non-residents. With the exception of Vice Mayor Caletka, Council agreed to pursue this.

David Flaherty, Parks, Recreation and Cultural Arts Department Director, discussed charging fees for non-residents to attend the Town's special events. He said there were four particular events where non-residents comprised up to 60% of participants: Winter Snow Play; Fun on the 4<sup>th</sup> of July; Halloween Happenings and the Spring Egg Hunt. He suggested changes in marketing strategy to not actively engage non-residents. They could also implement a non-resident fee to attend these events. He asked if Council would support consideration and further study of charging non-residents for special events such as Fourth of July and the Spring Egg Hunt. Councilmember Starkey felt they were being overwhelmed with non-residents attending these events. Mayor Paul also wanted input from the Parks, Recreation and Open Space Advisory Board. Council had consensus to pursue further study.

Mr. Rayson reviewed open government ethics issues regarding social media, including the government entity's accounts, communication between board members and public records. He explained that the term public records included: Twitter posts, emails, Facebook activity, phone call logs and text messages. He stressed that the nature and content, not the form of a record were the determining factors in deciding if the record was subject to the Sunshine Law.

Mr. Holste provided an update on the Capital Improvement Program and CRA development, including projects that had been completed in the last fiscal year, those under construction and those approved.

Mr. Holste described their progress on the P3 process. Their goals were to develop CRA owned property, better utilize the Huck Liles properties, rebuild/relocate Town Hall, all while maintain a focus on their cowboy/western roots. They were currently in the due diligence and negotiations phase. Once this was complete, they could begin building.

Mr. Holste reviewed the Capital Improvement Program, including roadway improvements, Sunny Lake Bird Sanctuary, Davie Golf and Country Club Clubhouse, artificial turf fields, Governor Leroy Collins Park, Eastside Infrastructure Phase 2, SW 67 Avenue expansion, west side infrastructure and the Fire Station 86 and Shenandoah Park improvements.

Mr. Holste provided an update on the process for converting private roadways not in HOAs to public roadways, making the Town responsible for maintenance. The Town would request easements from the private owners. They were in the process of conducting public meetings to request authorization from property owners to conduct surveys to determine the easement areas. Mr. Holste said they needed 100% participation to ensure the entire roadway would be included. In United Ranches, they had already held three neighborhood meetings and 78% of the authorization forms had been returned. In Hiatus Isles, discussions were ongoing, and in Majestic Groves, a meeting was scheduled for April 10.

John Antapasis, Emergency Manager, reviewed the Town's Emergency Management Program. He was analyzing every type of hazard and how to coordinate and address each one. He explained that increased development had resulted in increased vulnerability that they could mitigate by improving infrastructure, increasing information sharing, investing in technology, conducting community outreach and encouraging community resiliency. Mr. Antapasis stated they had created an after action report after Hurricane Irma that discussed the following five areas: facility management, operational coordination, operational communications, emergency planning and public information and warning. He described actions they had taken and options they were considering to improve these five areas.

Mr. Lemack invited questions from Council. Councilmember Starkey thanked Mr. Lemack for listening to the Councilmembers' concerns.

**4. ADJOURNMENT**

There being no further business to discuss and no objections, the meeting was adjourned at 2:00 p.m.

Approved \_\_\_\_\_

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Mayor/Councilmember

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Town Clerk