



MIAMI BEACH

City Commission Retreat

Friday, April 30, 2010

Eden Roc Hotel

4525 Collins Avenue

Mayor Matti Herrera Bower

Vice-Mayor Jerry Libbin

Commissioner Jorge Exposito

Commissioner Michael Góngora - left at approximately 2:30 p.m.

Commissioner Edward L. Tobin

Commissioner Deede Weithorn

Commissioner Jonah Wolfson - in at approximately 12:50 p.m.

Jorge M. Gonzalez, City Manager

Jose Smith, City Attorney

Robert Parcher, City Clerk

Kathie Brooks, Director, Office of Budget and Performance Improvement

Present at some portion of the meeting were the following individuals:

Samuel Bejar, FOP

Adonis Garcia, President, IAFF Local 1510

Ramiro Inguanzo, Human Resources Director

Kristin Tigner, Human Resources Assistant Director

Carla Gomez, Labor Relations Specialist

Eric Yuhr, Fire Chief

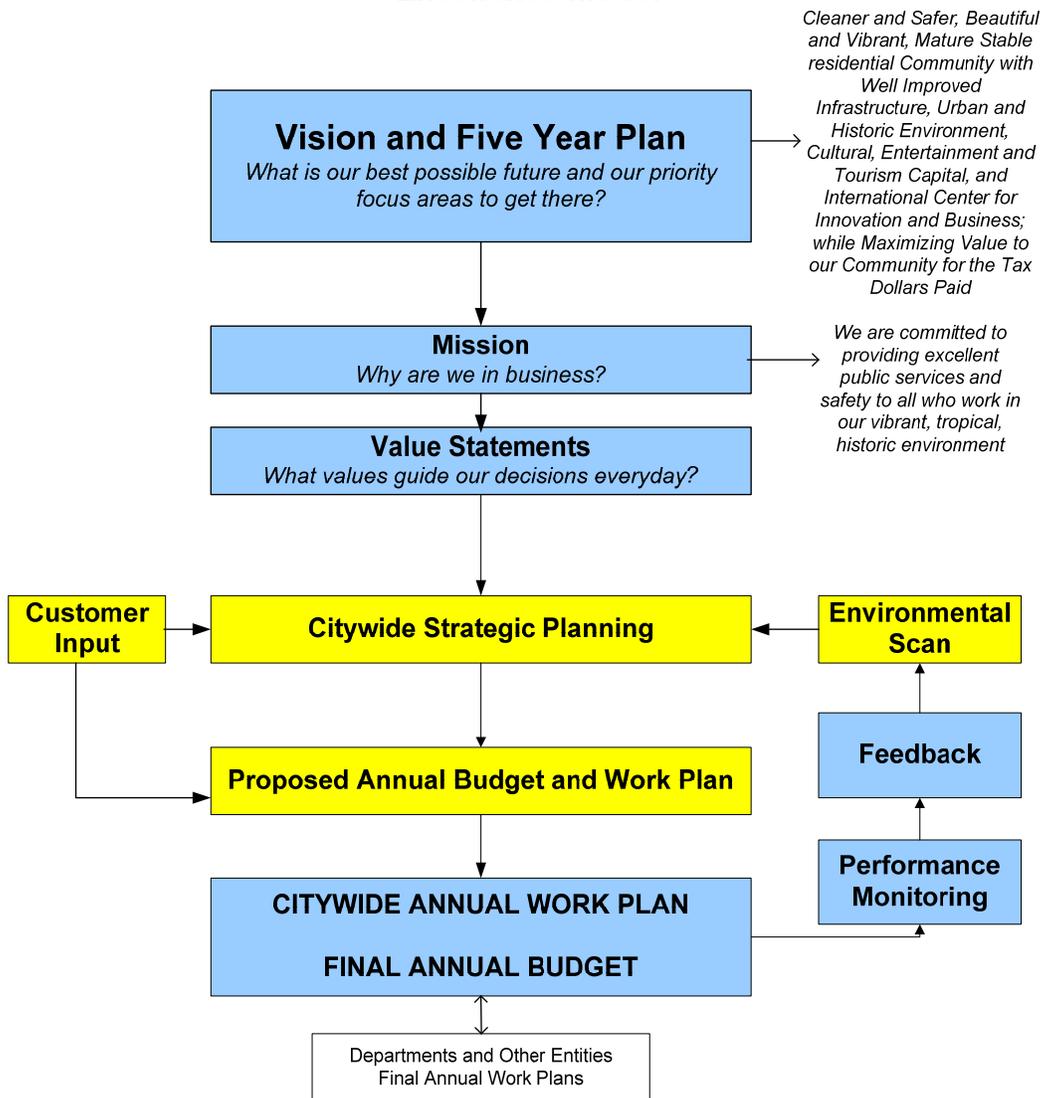
Raymond Martinez, Assistant Police Chief

Alex Rey, Building Director

The meeting started at approximately 10:00 a.m.

Dr. Rick Jensen, Ph. D., founder of the Performance Center, facilitated the meeting. He reviewed the primary and secondary DISC Profile styles completed at a previous retreat. He also reviewed the Excellence Model diagram shown in Page 2.

Excellence Model



Jorge Gonzalez, City Manager, and Kathie Brooks, Budget and Performance Improvements Director, gave a PowerPoint presentation titled ENVIRONMENTAL SCAN 2010.

During the PowerPoint presentation Ms. Brooks was requested to add a slide showing the average population in Miami Beach on weekends and a slide showing peak hour traffic on the MacArthur Causeway.

Responding to a question regarding Resort Tax, Jorge Gonzalez, City Manager, explained that the Resort Tax varies between 2 and 3% 2% is added to the rent of hotel rooms, food and beverage purchase and an addition 1% is added to hotel rooms only (for a total of 3% for hotel rooms), for a grand total of \$37.8 million in 2009.

Commissioner Tobin asked Jose Smith, City Attorney, for a copy of the Resort Tax law. **Jose Smith to handle.**

Commissioner Tobin stated, with regards to tourism dollars, that it would be a good idea for park projects and other projects funded by Resort Tax funds to have a sign showing how the project was funded. He also stated that on Washington Avenue it would be a good idea to paint the curb and pressure clean the sidewalk for a few blocks. Added to the discussion was the thought of developing a methodology to measure and approaches to improve the overall appearance of the City, not just in regards to litter.

Commissioner Exposito stated that a grate around a tree, similar to the one on Lincoln Road, makes it look better manicured than having stones or mulch.

When reviewing the cleanliness survey it was stated that City employees and others do the cleanliness assessment. Mayor Bower stated that the Commission aides should also participate in the cleanliness assessment.

In reviewing the slide for value for tax dollar paid, Commissioner Tobin requested a local jurisdiction comparison for "value for tax dollar paid." **Kathie Brooks to handle.**

Commissioner Góngora asked if there was any interest in revisiting Club Madonna and the issue of nudity and alcohol. A discussion was held and it was decided that at this time there is no interest in pursuing this. As part of the discussion, Vice-Mayor Libbin stated that the nudity and alcohol law needs to be applied equally with all establishments on Miami Beach.

Regarding the Union negotiations, Adonis Garcia, IAFF Local 1510 President, stated that he would have a contract by early June.

Labor Union discussion was held. Jorge Gonzalez, City Manager, and Kathie Brooks, Budget and Performance Improvements Director, gave an overview of the preliminary General Fund budget shortfall estimate of \$37.5 million. Ramiro Inguanzo, Human Resources Director, and Eric Yuhr, Fire Chief, gave an overview of the current labor negotiations and the reorganization or reclassification. It was stated that the general employees need to have a giveback of \$8.7 million and Police and Fire have to giveback \$6.5 million. Eric Yuhr, Fire Chief, spoke about the Span-of-Control as it relates to the National Fire Prevention Association (NFPA) and the City of Miami Beach Fire Department.

Commissioner Wolfson talked about presentation of information on Letter-to-the-Commission. There was a discussion held and it was concluded that there should be a summary of the item similar to an executive summary of five (5) to seven (7) sentences.

The meeting adjourned at approximately 5:45 p.m.

Handout or Reference Materials:

1. Miami Beach Strategic Plan 2009 Update
2. PowerPoint presentation titled Our Excellence Model: ENVIRONMENTAL SCAN 2010



MIAMI BEACH

City Commission Retreat

Saturday, May 1, 2010
Eden Roc Hotel
4525 Collins Avenue

Mayor Matti Herrera Bower	
Vice-Mayor Jerry Libbin	Left the meeting at approximately 2:31 p.m.
Commissioner Jorge Exposito	
Commissioner Michael Góngora	Absent
Commissioner Edward L. Tobin	
Commissioner Deede Weithorn	
Commissioner Jonah Wolfson	Left the meeting at approximately 2:54 p.m.

Jorge M. Gonzalez, City Manager
Jose Smith, City Attorney
Robert Parcher, City Clerk
Kathie Brooks, Director, Office of Budget and Performance Improvement

Present at some portion of the meeting:
David Smiley, The Miami Herald
Alex Rey, Building Department Director

The meeting started at approximately 9:30 a.m.

Dr. Rick Jensen reviewed the day’s activities.

The Commission discussed methods of being more effective, in less time. The following was developed:

BEING MORE EFFECTIVE, IN LESS TIME!

We will exhibit the behaviors required to run productive meetings while demonstrating our respect for our individual differences and contributions.

TASK / PRODUCTIVITY BEHAVIORS

- Follow the agenda
- Start and stay on time
- Ask clarifying questions
- Stick to the Topic
- Prioritize – focus on what’s important
- State your position – don’t dance
- Don’t repeat what’s already understood
- Come to a decision
- Summarize what’s been decided

RELATIONSHIP / TEAM BEHAVIORS

- Listen – don’t interrupt
- Show respect for others’ points of view
- Draw upon others’ strengths
- State your support for others
- Give credit to others
- Criticize issues, not people
- Disagree with civility
- Avoid side-conversations
- Practice self-reflection

Additional items also discussed:

- 1) Limiting the number of time-certain items after 5 p.m. **R. Parcher to handle.**
- 2) City Commission Items need to go through the Commission Committee before being placed on a Commission Agenda.
- 3) Committee items get priority for time-certain
- 4) If a Commissioner requests time to present an item, the chair needs to determine how much time will be needed to present the item.

Exercise: The Scenario: a small aircraft crashes in the shark infested waters of the Pacific Ocean. There is damage to the aircraft on impact with the water which caused the electronic systems within to be damaged. The resulting radio failure means that no may-day message can be sent. Of the sixteen passengers on the plane there are nine survivors. The location of the crash is approximately one and a half days from the nearest land. The life raft on one side of the airplane can be used; however, there is only room for four persons in it. The group must reach a decision as to which four persons can enter the life raft.

See Handout #1

Commissioner Weithorn distributed a document titled: Building a Financially Resilient Government through Long-Term Financial Planning prepared by The Government Finance Officers Association. The items discussed were:

A sustainable system is balanced but potentially brittle. A resilient system not only survives shocks, it thrives even under conditions of adversity.

1. Diversity: Avoid a single point of failure or reliance on a single solution
2. Redundancy: Have more than one path of escape
3. Decentralization: Centralized systems look strong, but when they fail, the failure is catastrophic
4. Transparency: Don't hide your systems. Transparency makes it easier to figure out where a problem may lie. Share your plans and preparations, and listen when people point out flaws
5. Collaboration: Work together to become stronger
6. Fail Gracefully: Failure happens. Make sure a failure state won't make things worse
7. Flexibility: Be ready to change when plans aren't working. Don't count on stability
8. Foresight: You can't predict the future, but you can hear its footsteps approaching. Think and prepare.

See Handout #2

Commissioner Exposito asked if the City is leveraging the County enough. The City needs to be challenging the County for more resources.

Jorge Gonzalez, City Manager, stated that regarding the People's Transportation Tax the municipalities in Miami-Dade County split the 20% of the tax and the County is trying to carve out from the 20% rather than the total fund to include the new cities of Doral and Miami Gardens.

It was stated that the elected officials need to spend more time with the County Commissioners.

There was a discussion about having someone, similar to the City's State and Federal efforts, to monitor the County and report back to the City Commission. It was decided that the item should be included as a budget add/alternate item. **Kathie Brooks to handle.**

A brief discussion was held regarding the Beacon Council and it was pointed out that no one from the City is attending their meeting.

There was a discussion regarding Handout # 3A (FY2010/11 Operating Budget Preliminary Hi-Level Projections dated May 10) and Handout # 3B (Prior Year Reductions and Preliminary CSL)

During the discussion on Handout # 3B there was a request to add footnotes. **Kathie Brooks to handle.**

Vice-Mayor Libbin requested detailed budget information by department. It was stated that the proposed and approved operating budget provided a great deal of detail already. Kathie Brooks and Vice-Mayor Libbin to review the budget book together. **Kathie Brooks to handle.**

Jorge Gonzalez, City Manager, stated that reviewing each departmental budget in detail will take a significant amount of time. He suggested handling the same way as in the past and have the Finance and Citywide Projects Committee go through the process as has been successfully done.

There was a request to do a position comparison from three (3) years ago to today (starting with FY 05/06 budget year). In addition, do a comparison of the number of officers in Police and Fire. **Kathie Brooks to handle.**

A discussion regarding Code Enforcement was held. Jorge Gonzalez, City Manager, and Alex Rey, Building Department Director, reviewed Handouts # 4A, 4B, and 4C.

Code Compliance was requested to do a ticket blitz to send the message that the City is serious about code violations and to demonstrate the City has a zero tolerance towards violation. **Alex Rey to handle.**

Responding to Commissioner Weithorn's questions regarding code officer accountability, Alex Rey explained the worksheets each inspector is required to complete.

Commissioner Exposito stated that when the City knows there will be potential problems to have Code Compliance do spot enforcement.

Regarding the beaches, it was requested concentrating on litter, glass, dogs and minors with alcohol. It was mentioned to have ambassadors on the beach.

Jorge Gonzalez, City Manager, presented Handouts #5, #6 and #7:

Handout #5 (Neighborhood Impact - Establishment or Outdoor Entertainment Establishments Compliance Fee).

There was discussion to look at this issue in the future and to include as a budget discussion item.

Handout # 6 (Franchising of Valet Parking Services) – there was interest in pursuing this for the FY 2010/11.

Handout # 7 (Miami Beach Convention Center Expansion)

Jorge Gonzalez, City Manager, stated that the first Community Design Workshop is scheduled for May 13th.

Mayor Bower stated that in the news it has been reported that the City of Miami will be enforcing the curfew and asked how will this impact Miami Beach? **Jorge Gonzalez, City Manager, will speak with the Police Department.**

There was a brief discussion regarding the project proposed by developer Russell Galbut on the west side of Alton Road between 6th and 8th Streets and the possibility of a proposed property swap. There was tepid interest and the Commission neither endorsed or approved it.

Commission Weithorn recommended limiting the number of Commission Agenda items to be heard after 5 p.m., and stated that it is not fair to the public to have to be at a meeting well into the evening.

Meeting adjourned at approximately 4:00 p.m.