



**City of Miami Beach - City Commission Retreat
Eden Roc Hotel
4525 Collins Avenue, Executive Boardroom
Friday, April 28, 2006**

Mayor David Dermer	Present
Vice-Mayor Saul Gross	Present
Commissioner Matti Herrera Bower	Present
Commissioner Simon Cruz	Present
Commissioner Luis R. Garcia, Jr.	In at 1:10 p.m. – out at 2:00 p.m.
Commissioner Jerry Libbin	Present
Commissioner Richard L. Steinberg	Present
City Manager Jorge M. Gonzalez	Present
City Clerk Robert E. Parcher	Present
City Attorney Jose Smith	Present

Day 1 of the two-day City Commission Retreat.

Ms. Kathie Brooks, Director of the Office of Budget and Performance Improvements, was present. Dr. Rick Jensen, Ph. D. and founder of the Performance Enhancement Center facilitated the meeting. Mirene Charles, representing Mt. Sinai Medical Center, was present.

The meeting started at approximately 10:25 a.m.

Dr. Jensen gave an overview of the actions taken since the 2005 Commission Retreat:

- Implementing the Excellence Model: Progress Since Last Retreat
 - Strategic Plan and Key Intended Outcomes
 - Updated Environmental Scan and Benchmark Report
 - Survey Results
 - Focus Group Results

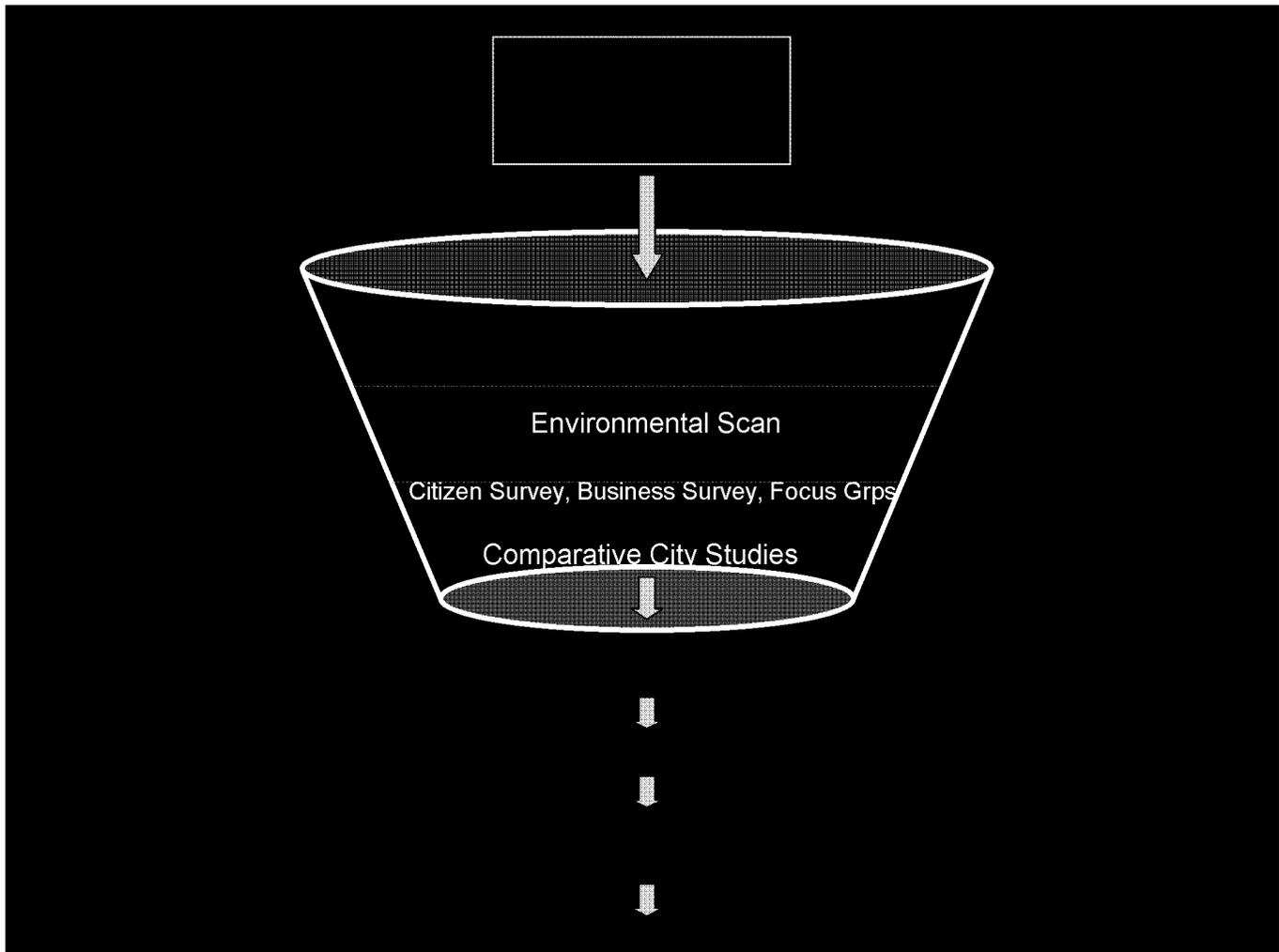
Dr. Jensen gave an overview of the agenda for the 2006 Retreat

- Making Choices: Initiatives for FY 2006/07
- Economic Forecasts and Financial Trends
- Working As a Team
- Discussion of City Policy Items

Dr. Jensen also reviewed the levels of leading:

City Commission	Establishes policy and strategic priorities for the city to follow in pursuit of its mission
Executive Team	Responsible for organization-wide systems and for management team
Executive Staff, Department Directors, Management Team Members	Responsible for departmental operating systems and for supervisory teams
Supervisory Team	Responsible for work processes that service internal and external customers and for front-line staff

Dr. Jensen reviewed the How does the commission make decisions? How should the commission receive and use essential data and information to make effective decisions? And how should budgetary allocations be made so that they align with city-wide priorities?



The Priorities from FY 2004/05 Retreat, which are listed below, were reviewed.

- Greenspace Management
- Maintenance
- Planning and Growth Management
- CIP
- Clean and Safe
- Traffic
- Executed Bureau Contract
- Greater Communications through LTC's
- More Effective Meetings and Processes
- Formalized City's "Excellence Model"
- Updated City's Environmental Scan
- Completed Community Surveys

Highlights of FY 2005/06 Initiatives, which are listed below, were reviewed.

- Police neighborhoods contacts program
- Evaluate lighting in business areas
- Enhance Sanitation Service Levels including waterways
- Develop Public Area Cleanliness Index
- Restoration and replacement of City landscaping
- Increased recreation programming and scholarships
- Free Access to Youth Centers
- Explore workforce housing incentives
- Coastal communities master plan
- Infrastructure Repair and Maintenance (Paving, Sidewalks, Storm Drainage)
- Bike Path and Pedestrian Programs
- Enhanced communications
- Service Shopper Program
- Homeowners Dividend Fund
- Focus Groups
- Structural Changes

The City's Mission Statement

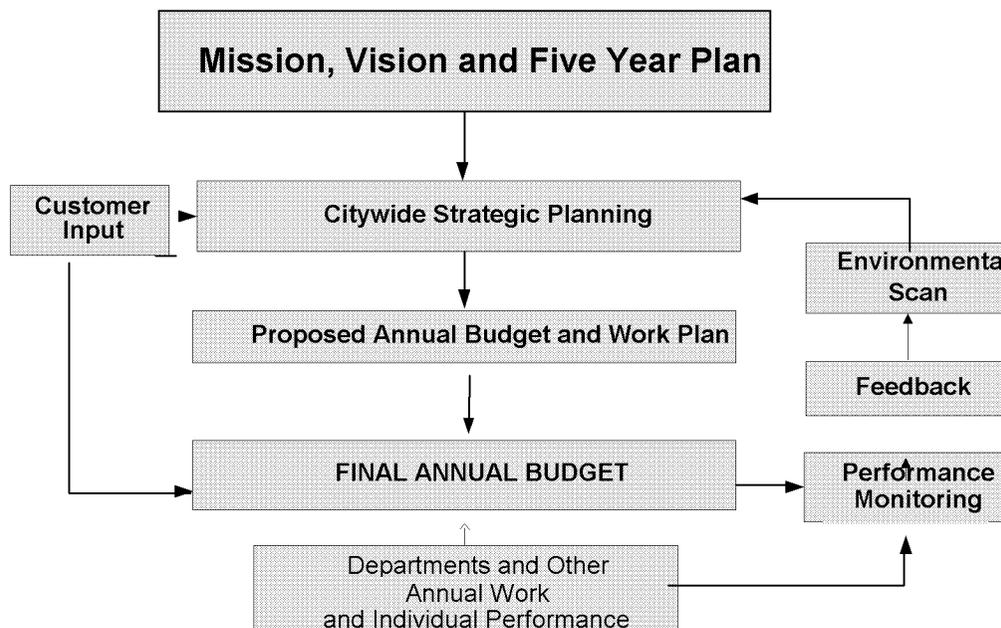
“We are committed to providing excellent public service and safety to all who live, work and play in our vibrant, tropical historic community.”

Jorge Gonzalez, City Manager, stated that the Administration has focused on acquiring benchmark information which is an excellent resource for basing decisions. He stated that if additional information is needed to let him know.

Commissioner Libbin stated that he felt that the participation from the businesses in the latest focus group was too small and needs to be expanded. **Kathie Brooks to handle.**

Jorge Gonzalez, City Manager, reviewed the Environmental Scan information for 2000-2006, dated April 28, 2006.

Kathie Brooks, Budget and Performance Improvement Director, gave a PowerPoint presentation and also reviewed the City of Miami Beach Excellence Model (see below).



There was discussion regarding this year's public area cleanliness index and the cleanliness assessment.

Kathie Brooks, Budget and Performance Improvement Director, gave an overview of how employees are trained to observe cleanliness, given valid objective measures, and to report back including photographs. It was recommended that the assessment team include members of the public. **Kathie Brooks to handle.**

Jorge Gonzalez, City Manager, stated that the 3rd shift, 3:00 a.m. to 11:00 a.m., has not been implemented yet. He added that the assessment shows that the streets are looking clean; alley cleaning needs to be improve. There needs to be better lighting in the alleys and there needs to be more garbage cans. There was discussion regarding flyers which are littering City streets primarily in the South Beach area. He added that although cleaning will help, there needs to be legislation to handle the flyers problem. **Fred Beckmann to handle.**

Kathie Brooks, Budget and Performance Improvement Director, reviewed the Environmental Scan materials.

Mayor Dermer asked what the advantages or disadvantages would be if the City's population were over 100,000. **Kevin Crowder to research.**

Page 5 of the Environmental Scan indicates that in 2002, in the 1000+ column, it lists two businesses. The question was asked, which two businesses? **Kevin Crowder to research.**

Commissioner Steinberg asked if additional data could be added which shows the size of business by number of employees. **Kevin Crowder to handle.**

Vice-Mayor Gross asked about the Police Homeless Outreach Team (HOT). He was told that HOT was cut from the Police budget. **Kathie Brooks to research.**

Commissioner Libbin asked that the Police Department understand their role regarding the homeless. **Chief De Lucca to handle.**

There was discussion regarding the City's website and implementing systems which will place Code Compliance and Fire violations, as well as other City functions on the internet.

Commissioner Bower stated that violations should be accessible either by individual apartment or unit number and that there should be a prompt of some sort if there are common area violations. **Building, Fire Code Compliance, and Information Technology to handle.**

There was discussion regarding condominium sales. The question was asked if there is a way to distinguish between new condominium sales and re-sales. In addition, is there a way to find out if people are selling and moving out or selling and moving to another Miami Beach residence and the proportion of condominiums that are primary residents versus secondary homes? **Kevin Crowder to handle.**

Vice-Mayor Gross questioned the statistic that 69% of Building walk-thru's are less than 20 minutes. **Kathie Brooks to handle.**

Commissioner Libbin requested a legal opinion on the \$200 homeowners dividend fund. **Legal Department to handle.**

Commissioner Bower asked about putting some cultural activities into the parks programs.

Commissioner Libbin stated that some children remain in after-school programs and some cultural activities should be directed to these children.

Commissioner Cruz stated that the Parks and Recreation have great programs and is concerned that they

may be overwhelmed.

There was discussion regarding special events held in Miami Beach. Some events are extremely difficult for Miami Beach residents to get into. Commissioner Steinberg asked if residents could be given the opportunity to purchase tickets to special events perhaps a week earlier. It was also discussed that perhaps there could be a resident's day. The Administration was given direction to require special event applicants to demonstrate a public benefit for Miami Beach residents and the flexibility to come up with alternatives. **Max Sklar to handle.**

Each of the elected officials gave their priority inventory.

Mayor Dermer:	Police/Fire, sanitation, and traffic
Vice-Mayor Gross:	Historic preservation, growth management, and CIP projects
Commissioner Bower:	Affordable housing/workforce housing, parks and recreation (arts & culture), and historic district/preservation
Commissioner Cruz:	Traffic, sanitation, and police
Commissioner Garcia:	Growth management, education, and affordable housing/workforce housing
Commissioner Libbin:	Affordable housing/workforce housing, beach patrol stands, and cultural arts (marketing and use of cultural arts programs for kids)
Commissioner Steinberg:	Traffic, sanitation, and parking

Mayor Dermer stated that he would like to increase the homeowner dividend amount for next year. There was consensus to increase the homeowner dividend amount if all other priorities are addressed.

Commissioner Libbin requested a legal opinion on the homeowners dividend fund. **Legal Department to handle.**

The Administration was requested to make a list of all the things the City does for the school system. **Leslie Rosenfeld to handle.**

Commissioner Libbin stated that he wants to get more kids from the schools to the parks and/or bring more cultural activities to the schools.

Commissioner Steinberg requested that a plan of what programs the City wants in the school system.

Administration was directed to establish a compact with the County

- 1) Define the base programs.
- 2) Establish what new programs are wanted including an enhanced curriculum for City of Miami Beach Schools (eg. International Baccalaureate, Scholars, Pre Law, Mast Academy type programs).
- 3) Present the data to the Committee for Quality Education in Miami Beach.
- 4) The Committee for Quality Education in Miami Beach to lobby the County for the programs.

Jorge Gonzalez, City Manager, gave an overview of the General Fund revenues and expenses.

There was a brief discussion regarding Commissioner Garcia running for state representative and how to handle filling his vacancy. The general consensus was to hold an election rather than appoint.

Jorge Gonzalez, City Manager, stated that in the new budget the Commission will need to fund initiatives previously endorsed by the Commission such as pension restructuring, enhancements to CIP, and recreation and landscaping. Additional new initiatives include allocating more money for police (traffic enforcement and the recommendation from the Police staffing study), alleyway improvements, sanitation, perhaps more for the Building Department, and Code Compliance. **Kathie Brooks to handle.**

The Commission agreed to add all three (3) lifeguard stands. **Kathie Brooks to handle.**

Vice-Mayor Gross asked the City Manager to check into the Police Homeless Outreach Teams (HOT). **Chief De Lucca to handle.** He also requested an inventory of hurricane damage to trees and landscaping. In addition he asked that sufficient funding be provided to replace damaged or destroyed trees and landscaping. **Kevin Smith to handle.**

Jorge Gonzalez, City Manager, spoke about GASB 45, post employment benefits and having to reflect its future liability. **Kathie Brooks, Patricia Walker, and Ramiro Inguanzo to handle.** He also stated that a 6% year 1, 5% year 2, and 4% year 3 increases are being negotiated with the FOP. In addition, the same retirement health plan is being offered which was recently approved for the unclassified and CWA employees. The Commission unanimously agreed. Commissioner Garcia was not in attendance.

Commissioner Libbin stated that the City needs to start putting away money for future health care costs. **Kathie Brooks to handle.**

Mt. Sinai Hospital

There was discussion regarding Mt. Sinai Hospital.

Jorge Gonzalez, City Manager, stated that the Health Facilities Authority has not determined how to distribute the funds. There is approximately \$1.3 million. He recommended holding back \$300,000 for any legal expenses, audits expenses, etc.

Commissioner Bower suggested waiving the annual fee of \$120,000, if the physical fees are waived.

Commissioner Libbin suggested a distribution of \$900,000 to Mt. Sinai, \$200,000 to Stanley Meyer, and reduce the annual fee from \$120,000 to \$20,000.

Jose Smith, City Attorney, stated that the Mount Sinai items should go to the Health Facilities Authority, followed by a referral to the Finance and Citywide Projects Committee. The Commission was in agreement. In addition, the Commission requested a detail breakdown of how any money allocated will be spent.

Jorge Gonzalez, City Manager, reminded the Commission that Mt. Sinai is to come back with recommendation on what the City can do to assist them. There are items the Mt. Sinai can do for the City such as physicals, bike paths, etc. He also stated that if the money is allocated to Mt. Sinai, the City's desire is to ensure that first response emergency rooms will be available. He also suggested that the City Commission give direction to the Health Facilities Authority to consider using any funds for first response emergency rooms.

The Commission agreed that the item should first be sent to the Health Facilities Authority, HFA, for consideration and recommendation, with the proviso that the HFA should consider: 1) The process for allocating funds; 2) that the funds should be spent on projects that ensure that first response emergency rooms will be available; and 3) That \$200,000 to \$300,000 should be retained in the fund pursuant to the City's bond counsel recommendation.

The meeting adjourned at approximately 4:47 p.m.

Handout or Reference Material – See the Afteraction for April 29.

End of Report