

TOWN OF LAUDERDALE-BY-THE-SEA

TOWN COMMISSION

SPECIAL ROUNDTABLE MEETING

MINUTES

Jarvis Hall

4505 Ocean Drive

Friday, October 18, 2012

6:00 P.M.

1. CALL TO ORDER, MAYOR ROSEANN MINNET

Mayor Roseann Minnet called the meeting to order at 7:00 p.m. Also present were Vice Mayor Scot Sasser, Commissioner Mark Brown, Commissioner Stuart Dodd, Commissioner Chris Vincent, Town Attorney Susan L. Trevarthen, Town Manager Connie Hoffmann, and Town Clerk June White.

2. ITEMS FOR DISCUSSION

a. Strategic Plan

Mayor Minnet commended Town staff on the Strategic Plan. She was not sure it was something the Town had ever seen.

Town Manager Hoffmann noted whenever a strategic plan was crafted, it was important to first look at the big picture, and the vision and mission statements were a good starting point. She believed both the Town's vision and mission statements were lacking, as they failed to cover the view of the Town's future the Commission and citizens held, so both statements needed to be enhanced.

Mayor Minnet read that a vision statement should be the dream of one's community as seen at its highest potential.

Commissioner Brown wished to keep the vision statement simple, short and not focus on any particular aspect, such as security.

Mayor Minnet mentioned buzzwords that made sense to her, including: the Town being an oasis among the huge buildings of the County; a place where people lived, worked, grew and visited in an enjoyable environment; recognized permanent and seasonal residents; old Florida charm; and respect for natural resources.

Commissioner Vincent stated many people grew up in the Town, moved away to school, and returned to Lauderdale-By-The-Sea to live and raise their families. He

wished to continue this vision of the Town and only adapt to the changes that were needed, such as doing capital improvements that facilitated the vitality of the downtown area and hospitality businesses, while maintaining the small town charm for families.

Vice Mayor Sasser felt his views pertained more to the mission statement, such as: quality of life, environmentally conscious, continue to strike a balance between business and residential, and providing a Town that was fiscally strong.

Commissioner Dodd thought the Strategic Plan was an excellent one, wondering if it might be possible to include in the revamped vision statement language that promoted the desire to return to the Town repeatedly to enjoy its amenities and attractions.

Town Manager Hoffmann requested the Commission give a statement they would use to describe the Town to a friend, relatives, etc., that did not live in the town.

Mayor Minnet described the Town as an oasis, with vistas to the sea and an old fashioned pier.

Commissioner Vincent used the word paradise in his description; upon coming over the bridge, it felt as though one was no longer in Broward County.

Commissioner Brown described the Town as a beautiful oceanfront community, very laidback and a fun place to live. When using words such as “paradise” and “oasis” they conveyed one’s sense of pride in the Town but might not be accurate terms.

Vice Mayor Sasser often heard such words as quaint, old Florida, but he was unsure what those terms conjured up for others. It was less important to him what the specific word was and more important to focus on the feeling.

Commissioner Dodd liked much of the wording of the Town’s current mission statement. One thing he would like to change was the last sentence where it said, “... enhance the charm and pattern ...”, suggesting the use of the word “lifestyle” rather than “pattern”.

Vice Mayor Sasser felt the Commission should try to be more colorful in the expression of the vision statement. He asked the Town Attorney for her thoughts on the matter.

Town Attorney Trevarthen thought the Town’s unique location was a defining element and consistent with the perception of an oasis, refuge or sanctuary, and she liked the concept of the Town being a place one wished to return to repeatedly. Some great ideas were voiced, and she would work with the Town Manager to devise a mission statement. Framing the Town as a place one’s child could come back to and would want to come back to implied a lot: a sustainable economy where it was possible to make a living, attractive surroundings, etc.

Vice Mayor Sasser said there was a sense of family in the Town, and because of its small size, Town government was very accessible to the community, and the members of the Commission known personally by many members of the public.

Mayor Minnet commented the Town's environment fostered pride in the community, as everyone was proud to live in and visit Lauderdale-By-The-Sea.

Commissioner Dodd remarked the Town was passionate about protecting the environment.

Mayor Minnet concurred this should be brought in as part of the Town's vision statement, the desire to maintain natural resources as the Town's founding fathers and other ancestors had.

Commissioner Brown mentioned an example from a town he found in Canada where they broke it into three sections: Vision 2025, a one-sentence mission statement, and value statements or words with interpreted definitions attached. Thus, instead of weighting the mission statement down with numerous words, there could be a third category that filled in some of the dots.

Mayor Minnet found one community that had four categories, the third being accountability to residents, requiring them to be respectful of their city, and the fourth focused on priorities.

Commissioner Brown thought the Town's vision statement should be short, no more than four sentences, and very general in its wording.

Commissioner Vincent questioned how to incorporate community involvement, encouraging citizens to uphold civic pride.

Town Manager Hoffmann hoped to capture the concepts that would fit in any of the categories, whether they were vision, mission and values. She asked the Commission what they wished to achieve and/or protect; how the Commission foresaw the Town in next ten years.

Mayor Minnet wished to see quality, unique shops that were reflective of the local community, sidewalk cafés.

Commissioner Brown said an elderly resident indicated that he wished to live in a Town that was more modern, glamorous and attractive to younger generations.

Mayor Minnet wanted to see the walkable nature preserved, as this was an incredible selling feature of the Town.

Vice Mayor Sasser felt the Town should remain family friendly.

Commissioner Brown shied away from family-oriented words, as he believed they tried to create an impression of other meanings.

Commissioner Vincent understood Commissioner Brown's meaning, but it was important to know the Town was a kid-friendly environment.

Mayor Minnet believed the definition of family evolved into so many different things today that it encompassed what every family could be, and the use of the word "family" connoted love and multi generations.

Commissioner Vincent commented the Town already possessed the many values that made it a pleasure and privilege to live in, so the Commission needed to see what aspects of the existing vision statement could be adjusted rather than rewrite it.

Town Manager Hoffmann responded the Town's vision statement could be enhanced, but were there specific things, in terms of the feeling residents got living in Lauderdale-By-The-Sea, that could be conveyed in that vision statement.

Commissioner Vincent thought part of the Town's vision was witnessed in the various CIP beautification projects going on around the Town, and the outcome was on the cusp of what the Town was likely to be in the next ten to 15 years.

Town Manager Hoffmann mentioned the concept of a village green that people crossed every day to get to their destination.

Mayor Minnet concurred, stating people still spoke about Mack's Groves and how much they missed it and the little shops that used to be in the Town.

Commissioner Vincent felt the only way to create and preserve such an environment was for it to be town-run to remove the risk of a private owner closing up shop and leaving the Town. He was unsure how or if it were possible to accomplish this.

Vice Mayor Sasser understood the need to figure out how to get to the point of achieving a vision but, for the present, the Town Manager wished to ascertain what the Commission envisioned the Town being in ten years.

Commissioner Dodd commented in ten years he wished the Town to be an even more desirable destination, a cut above the rest, to stand out from the rest of the seaside communities, and one that offered a unique experience. It was difficult to put into words how one saw the Town in ten years.

Town Attorney Trevarthen noticed the two concepts missing were "character" and "sense of place", as these were two main ingredients Town Manager Hoffmann considered.

Town Manager Hoffmann remarked it was the human scale of the Town that made it so comfortable to visit and live in, the fact that one was not shadowed by tall buildings.

Commissioner Brown stated he too missed Mack's Groves and thought it was one of the worst decisions of the then Commission to allow a T-shirt shop to take over the space. If the vision or mission was to have better shops and dining experiences, the Commission should take a more active role in what commercial uses would be permitted to open for business.

Town Attorney Trevarthen noted, unfortunately, many communities did not realize they wanted to say no until the moment they wished to say no, and it was usually too late to do much about it at that point. The forum was the ideal place to make such considerations, as here the seeds were planted for defining the Town's character. She stated, over time, this found its way into parts of the Town's Strategic Plan that resulted in revisions to the Comprehensive Plan and Town Code that expressed character in terms of the uses allowed in various areas of the Town. Sometimes it was not the use that was objectionable, rather it was the scale of the use and how it was presented.

Commissioner Dodd believed the result was a situation where the Commission had to allow market forces to influence their decision, and the goal should be to create an environment that attracted businesses and patrons.

Vice Mayor Sasser thought the mission statement should convey the importance of having a balance of business and residential quality.

Mayor Minnet said another statement she read had to do with creating a partnership between government, residents and businesses.

Commissioner Vincent felt participation was the key challenge in making such a partnership successful.

Town Attorney Trevarthen clarified the participation needed to be positive, as there was reactionary participation that slowed the process.

Mayor Minnet thought the need to have responsible growth should be emphasized.

Commissioner Brown noted the Town's past mission statement made little accommodation for growth, improvement and looking forward. He believed there should be some acknowledgement in the mission statement that government accepted that the Town had to make physical improvements in the future, but in such a way that did not undermine the essential character of the community.

Commissioner Vincent stated there were improvements that had been made to the Town by past Commissioners, and there were limitations that affected the ability to make certain changes. Past Commissioners did a good job with the improvement of the beach pavilion, portals, and sidewalks.

Town Manager Hoffmann agreed it was necessary to retain the economic vibrancy of the Town without sacrificing the character of the Town everyone treasured.

Vice Mayor Sasser stressed there had to be a flow in the process; when the Commission and staff went through dialog on the vision and mission statement, and reviewed the Strategic Plan, each one fell into a category of the vision statement.

Town Manager Hoffmann remarked the Commission and staff had to discipline themselves to determine if initiatives or decisions that took time and effort to discuss, advanced the Town toward or away from its vision and mission.

Mayor Minnet agreed the Town was currently involved in numerous activities that achieved the Town's vision and needed to stay cognizant of that. There was a lot going on, and it was important for the Town Commission and staff to recognize this. She suggested, if anything new arose, it should first be viewed in the light of whether it was a part of the Strategic Plan, so members of the Commission needed to police themselves more in the coming year.

Town Attorney Trevarthen suggested the dais work on a decision-making process that had a predictable outcome. Those items that sought to achieve the vision and/or the mission statement could be pushed forward, and those that did not could be put on the backburner or dispensed with.

Vice Mayor Sasser thought the regular Commission agenda could include an item, possibly first listing the items the Town Commission and/or staff wished placed on the agenda for consideration that did not fall in the Strategic Plan. The Commission could then spend a few minutes discussing whether to proceed with addressing them.

Town Manager Hoffmann liked the idea of restructuring the agenda, whereby the first section dealt with strategic businesses that might include ordinances, resolutions, old business and new business, and the things that did not relate to the Strategic Plan would fall into the second part of the agenda.

Commissioner Dodd found the Strategic Plan document fascinating reading, as many of the concepts were already practiced by Town staff as they went about daily business without realizing what it was promoting for the Town. Many of the issues in the Plan were second nature to the Town Commission and staff.

Commissioner Brown did not object to restructuring the agenda to allow the higher priority items to come up first, but he hoped it would not create a situation where low priority items were given no consideration.

Town Manager Hoffmann felt it was difficult for anyone to say that something should not be done if it was not important enough. She thought, when the Commission reviewed the list, she would be giving them a list of what was done on the priorities the

Commission set. It could reveal that the Commission devoted a considerable amount of time to things for which a decision had to be made on their true importance.

Vice Mayor Sasser supported the restructuring of the agenda, as it would become blatantly obvious what was not strategic.

Town Manager Hoffmann asked if the Commission wished to, as a group, look at the strengths, challenges, opportunities and threats in the Strategic Plan, specifically the SWOT analysis. If so, that should be tackled at the next roundtable meeting. Thus, for the next meeting, she would present the Commission with a draft of the mission statement, the vision statement, and the SWOT analysis.

Vice Mayor Sasser questioned if the Commission agreed with the five priorities or whether additional ones should be added.

As stated in the past, Mayor Minnet said the Volunteer Fire Department (VFD) was an integral part of the community in promoting the quality of life enjoyed by residents and businesses of the Town. She thought it important for the Town to have an oversight committee for the VFD, referring to a recent audit and questions as to whether it was prepared properly, and the newspaper contained an article about Fort Lauderdale having problems with their fire department. The Commission had a responsibility to the members of the local community to ensure safety was provided to the utmost capacity, and an oversight committee for the VFD should be a priority consideration.

Town Manager Hoffmann thought an oversight committee for the VFD was a matter for discussion under objectives.

Vice Mayor Sasser remarked on the importance of maintaining the Town's infrastructure, whether it was water or sewer, questioning where that would fall in the Strategic Plan?

Town Manager Hoffmann believed this would fall under priority #4 to provide efficient and effective government services.

Vice Mayor Sasser asked whether the Town waited too long to do some of the projects.

Town Manager Hoffmann replied the only projects she thought were past due were the drainage projects, and she failed to comprehend why they were not done a long time ago. The past Commissions did a good job maintaining the sewer systems, as the Town was not facing the gravity of problems she would have expected with a 50-year-old sewer system.

Vice Mayor Sasser commented, as long as an issue fell under government services and was visible enough, so not only current but future Town administrations were aware of them in the setting of strategic goals, the Town should focus on what needed to be maintained.

Mayor Minnet inquired as to those matters that did not quite fit into the Town's strategic goals, wondering if the Commission should discuss them or did Town Manager Hoffmann prefer that they be left out for the present.

Town Manager Hoffmann preferred the Commission to go through each one of the priorities to determine if everyone was in agreement with the way they were worded, and then move to the others. The first of the priorities was public safety that basically focused on police, fire, emergency medical and building services.

Commissioner Brown thought it was overly specific for the Strategic Plan to include such wording as, "... conduct the field investigation of reported life safety violations within one day." He trusted the police to make that determination on a timely basis by their definition. Overall the Strategic Plan was a good one, but there was wording in the document, such as that mentioned above, he felt was too specific.

Mayor Minnet was pleased to see the COP program acknowledged in the Strategic Plan, as it was an integral part of the Lauderdale-By-The-Sea community.

Town Manager Hoffmann moved to strategic goal 2, which the Commission and staff previously discussed while reviewing the Town's vision and mission statements.

There was a Commission consensus supporting strategic goals 2, 3, 4 and 5.

Town Manager Hoffmann noted Vice Mayor Sasser brought up the issue of maintaining the Town's infrastructure as a possible additional goal, asking if anyone one on the Commission thought any other additional strategic goals was so critically important that it should be added to the Plan and stand on its own.

Mayor Minnet took issue with maintaining the Town's infrastructure standing on its own as a strategic goal, but thought it was already part of each one of the strategic goals mentioned above other than public safety.

Town Manager Hoffmann indicated she would review the details of the Strategic Plan to see if there was enough to warrant separating it out into a sixth strategic goal.

Vice Mayor Sasser commented he had no objection to it not becoming an independent strategic goal. If it was included in other areas within the other strategic goals, he was fine with that.

Mayor Minnet referred to the goals and objectives that did not quite fit any of the strategic goals.

Town Manager Hoffmann pointed out the first three were all related to a marine transportation issue. It was not possible to develop day dockage at Basin Drive unless the Town bought the marina.

Commissioner Brown stated his biggest concern when reading through the strategic goals was deciding if there were factors that should not be included, giving three examples from the Master Plan: 1) Redevelop Town Hall complex, which he felt was unlikely to happen even in his lifetime, and he questioned if it needed to be in the Strategic Plan. 2) Develop an open-air amphitheater in El Prado Park, this too he thought unlikely to see in his lifetime. 3) Redevelop Basin Drive Marina, noting this was a situation the Town had no control of. These recommendations should not be in the Strategic Plan or even in the Master Plan, unless the goal was to put off things that were on a wish list for the Town in the Master Plan that might never happen.

Vice Mayor Sasser observed the discussion was moving into the critical part once the Commission agreed to the higher levels of the Strategic Plan. He believed the Plan contained too many goals and objectives, but were included by the Town Manager as the Commission had to decide what to claim as part of the Strategic Plan and what should be discarded or placed on hold.

Town Manager Hoffmann stated when she put the Strategic Plan together, she was thinking of a ten-year horizon, so the Commission needed to decide within what timeframe the Strategic Plan should be applicable. Based on her past professional experience, including her time with Fort Lauderdale, the Commission could create a strategic vision of what the Commission wanted the Town to be and apply it to whatever time span was desired. The ten-year plan on which Fort Lauderdale's Strategic Plan was based, by virtue of it being written down and constantly attended to, did not happen in ten years, it happened in 20 years. She noted what happened exceeded everyone's expectations when the ten-year plan was created. Other Commissions would come after the present group, and they would modify the Strategic Plan as they saw fit, but her experience was that if the Town created a Plan that resonated with the citizens, the latter would want to see the things in the Plan happen. This could be accomplished with dedicated leadership and focus, but the Commission had to decide what timeframe they wished the plan to cover.

Commissioner Vincent said if the Town was developing the west side of Commercial Boulevard, developing day dockage at Basin Drive would not be easy, as most of it was a privately owned dock, and the Town would have to partner with the owners, and this would not be easy. The Town already had access to the Intercostals waterway next to Blue Moon.

Town Manager Hoffmann interjected the Town's boundary stopped before getting to the water, but she was unaware as to how this happened.

Town Attorney Trevarthen believed this was an implementation detail. If the Town Commission decided it was very important to have such access, the next step was to look into how this could be accomplished, its cost, etc. The present situation was at the point at which the Town had to decide if this was an important goal.

Commissioner Vincent remarked the water taxi frequently used means of transportation on the Intracoastal that had been around since the 1980s. If the Town wished to revitalize the west end, this should be incorporated at the same time and take one or two of the goals, but not necessarily the dockage at Basin Drive.

Town Manager Hoffmann believed further discussion could take place when the Town Commission and staff were discussing transportation. When she said it took 20 years in Fort Lauderdale to achieve the entire mission statement, it was the economic redevelopment projects that took long, and the items government had significant control over happened within the ten years.

Mayor Minnet asked if the Strategic Plan could be set up in a type of yearly format in a flowchart, as she preferred to view the Plan in this manner.

Town Manager Hoffmann noted it was important to make a decision as to whether a goal could be fulfilled in the future, near or distant, as in this way the decisions made along the way kept this in mind and made it unlikely the Commission would decide that would prevent its happening later.

Commissioner Vincent concurred.

Town Manager Hoffmann suggested once the Commission made its decisions she would set up a five-year pie chart or flowchart, and each year the Commission could make revisions.

Commissioner Vincent said any part of the Strategic Plan that involved grant dollars, was something Town staff had to deal with, particularly when it involved a timeframe.

Mayor Minnet inquired if the Commission wished the next roundtable meeting to be open to public comment.

Town Manager Hoffmann believed the Commission's meetings were open to the public as part of their rules of government.

Mayor Minnet wished Town staff to include on the notice for the next roundtable meeting that it was open for public comments. She asked and received a Commission consensus for the next roundtable meeting to take place Thursday, November 8, 2012, at 6:00 p.m.

b. Review of Weighted Factors in the Town Manager's Evaluation Form

Town Manager Hoffmann stated there was discussion about weighting the achievement of the goals at 50 percent at the October 9, 2012 Commission meeting. She looked over the evaluation form and allocated ten percent to the other categories, suggesting, all categories be allocated ten percent, with the exception of achievement of goals. The last items would be moved some other place within the existing categories.

Commissioner Brown found it difficult to award a weight of 50 percent to achievement of goals; assigning a score to the Bougainvillea Project that had yet to begin. The same applied to the redevelopment on Commercial Boulevard. The list provided to the Commission by the Town Manager contained numerous projects that were not completed, and it was difficult for him to place 50 percent of the rating on something she worked really hard on but was as yet incomplete, he was unsure how to do this.

Commissioner Dodd said it would depend on how far the project had progressed at the time of the evaluation.

There was a consensus from the rest of the Commission, with the exception of Commissioner Brown, that this was a valid way to assess the Town Manager's achievement of goals.

Commissioner Brown agreed with the above method, so long as he had the flexibility to define achievement the way he felt it was evidenced. Other things mentioned in the form were the Town Manager's relationship with Town personnel that was outside of the Town Commission's purview, and even if the dais were allowed to make an evaluation of such things, they were unaware of how well the Town Manager got along with Town staff.

Commissioner Vincent pointed out any member of the dais had the right to and could speak with any Town staff to make a determination based on their feedback.

Commissioner Brown felt the form used to evaluate the Town Manager did not place enough emphasis on creating new ideas, as he saw the Town Manager's job as being responsible, first and foremost, for the day-to-day running of the Town. Secondly, the Town Manager was charged with carrying out the various directions of the Town Commission. Thirdly, the Town Manager was responsible for coming up with new ideas over and above the general administration of the Town. Fourthly, the Town Manager had to conduct herself in a certain way, displaying certain personnel skills. Fifth would be the level to which the Town Manager improved on the various areas as compared to past levels of functioning. He felt troubled being locked into ten percent in the various categories, where he did not see all the elements on which he hoped to evaluate the Town Manager's performance. Commissioner Brown reiterated his concern that this rating might not illustrate his true feelings of how the Town Manager performed.

Town Manager Hoffman restated the current evaluation form for her position was one selected by the Town Commission prior to her working with the Town, and the present Commission was at liberty to make modifications where they saw fit. However, the modifications would affect the form going forward; the present form would stay as is.

Town Attorney Trevarthen added, though the Town Manager's evaluation form was one chosen by the Commission, it was still just a tool to which each member of the Commission would bring their own life experiences, judgment and opinion to bear.

There was room for detailing qualitative comments, and those comments could be taken into consideration when doing the rating.

Commissioner Brown noted there was no area in the form whereby an assessment could be made if the Town Manager progressed in the area of being better at her job than she was the previous year.

Town Manager Hoffmann suggested adding an area at the end of the form for the Commission to list areas of improvement.

Commissioner Vincent thought that area was already provided for under the comments. He recommended Commissioner Brown not get too caught up in the empirical formula. It was in the Town's Charter that the Town Commission was not to interfere in the day-to-day activities of the Town, but this did not relinquish the dais' responsibility to ensure that she would be held accountable for managing Town staff and the Town as charged.

Town Attorney Trevarthen referred the Commission to the relevant provision of the Charter that dealt with the Town Manager evaluation, which read as follows:

The Town Commission shall not give orders to any Town officer or employee subject to the direction of the Town Manager, either publicly or privately. Nothing in the foregoing is to be construed to prohibit individual members of the Town Commission from examining by question and personal observation all aspects of Town government operations, so as to obtain independent information to assist the members in formulating policies to be considered by the Commission, and assuring the implementation of such policies as have been adopted. It is the expressed intent of this provision that such inquiries shall not interfere directly with the regular municipal operations of the Town, and recommendations for change or improvement need to be made through the Town Manager.

Town Attorney Trevarthen felt there was subtle guidance in the paragraph than was sometimes found in a non-interference clause.

Commissioner Vincent viewed the situation as being the Commission hired the Town Manager, but the Commission was the oversight committee for her employees, so if they had issues they had somewhere to go, and that would be to the Commission.

There was no further discussion.

Town Clerk White sought clarification on whether the entire evaluation should be included in the agenda packet and provided as backup for the public.

Town Manager Hoffmann had no objection to the entire evaluation being included in the agenda packet for public viewing.

Mayor Minnet directed the Town Clerk to include the Town Manager's entire evaluation form in the next agenda packet, and in this way there would be no questions.

3. ADJOURNMENT

Commissioner Dodd made a motion to adjourn. With no further business before the Commission, Mayor Minnet adjourned the meeting at 8:50 p.m.