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TOWN OF LAUDERDALE-BY-THE-SEA

TOWN COMMISSION

SPECIAL COMMISSION MEETING MINUTES

Jarvis Hall

4505 Ocean Drive

Thursday, October 6, 2011

6:30 P.M.

1. CALL TO ORDER, MAYOR ROSEANN MINNET

Mayor Roseann Minnet called the meeting to order at 6:30 p.m. Also present were Vice Mayor Stuart Dodd, Commissioner Birute Ann Clotley, Commissioner Chris Vincent, Commissioner Scot Sasser, Town Attorney Susan L. Trevarthen, Town Manager Connie Hoffmann, Assistant Town Manager Bud Bentley and Town Clerk June White.

2. PLEDGE OF ALLEGIANCE TO THE FLAG

3. NEW BUSINESS

a. Town Manager Evaluation

Mayor Minnet noted that Commissioner Clotley's evaluation of the Town Manager had just been placed before the Commission; the delay was due to an illness in her family.

Commissioner Sasser requested that Commissioner Clotley's final figure be read into record. Mayor Minnet requested the final figure from each evaluation be read into the record.

The final figures were as follows:

- Commissioner Clotley - 4.2.
- Vice Mayor Dodd - 4.3
- Commissioner Sasser - 4
- Mayor Minnet - 4
- Commissioner Vincent - 4.7

Commissioner Sasser thanked Town Manager Hoffmann and her staff for the dedicated effort they provided over the past year. He stated that Town Manager Hoffmann came aboard under difficult circumstances and did a great job stabilizing the Town's policies, procedures and financial practices. While he thought Town Manager Hoffmann more than met the standards required he wished to see things move more quickly in government, particularly those matters that could impact the Town's success. With this in mind, he believed a better plan for the efficiency of government could be developed and implemented to help meet that goal. There was a need to dedicate time to develop an overall organizational plan, detailing out the current and future state, a structured

strategy that optimized resources, finances, workloads and a headcount in the areas that most benefit the Town while meeting the needs of residents and business owners. Commissioner Sasser believed there were efficiencies that could be gained by rethinking the Town's organizational structure and placing people in positions to make the most impact on the Town's future. He thought Town Manager Hoffmann had such a plan in mind, and he wished that plan to become more structured and forthcoming in this endeavor, so as to include and get the support of staff and the residents. In this way, everyone would know how the structure accommodated planned projects and the future of the Town.

Commissioner Sasser said he often asked Town Manager Hoffmann's opinion on certain issues or the difference between business and government, as well as how to ensure innovative government was not an oxymoron. In most cases, Town Manager Hoffmann had a solution, and this was where she excelled and was most valuable to the Town. For far too long, Town government worked on problems or issues coming across the desk. The Town needed someone who could keep the administration's eyes on the strategic issue, so they did not veer off course. He said Town Manager Hoffmann continued to learn and grow in this area, and he witnessed her improvement over the past year and expected to see continued growth in subsequent years.

Commissioner Sasser wished to make sure policy decisions continued to be made by the elected officials. Specifically, issues such as the parking exemption program and parking debt he felt were heavily contested by staff. Commissioner Sasser reiterated Town Manager Hoffmann had been and would continue to be one of the Town's great assets; he liked her creative approach to solving government issues and roadblocks, and he felt sure the Town had the right person in place. He looked forward to working and improving alongside her.

Commissioner Vincent stated that his overall rating of 4.7 was not difficult to reach. He said there was never a time when he felt unaware of anything happening in the Town, whether it concerned staff or other important issues. Commissioner Vincent said he was kept informed via email or phone calls, as Town Manager Hoffmann had kept in touch with all members of the dais. Commissioner Vincent believed that Town Manager Hoffmann always had the best interest of the Town's financial and fiscal responsibilities, as shown in both last year's and this year's budget, evidenced in maintaining the Town's millage rate without raising taxes, and continuing to provide high levels of service to taxpayers. Commissioner Vincent stated that Town Manager Hoffmann proved to be fair with all employees at all levels. He stated that Town Manager Hoffmann gave everyone a fair chance to keep their position or move on. He was very impressed with how she handled that process, which was done with a very personal and sensitive level not seen in government.

Commissioner Vincent believed Town Manager Hoffmann continued to perform to the best of her ability and, as stated by Commissioner Sasser, there was always room for improvement. In relation to the public, Commissioner Vincent felt Town Manager Hoffmann possessed a great sense of awareness for the needs of the Town's residents

and businesses. She was very visible and handled all concerns in a fair manner, and she listened to their concerns. On relations with other governments, Commissioner Vincent believed that Town Manager Hoffmann had the ability to reach out to other municipalities to gauge what they were going through and bring that information back to the Town.

Commissioner Vincent wished to see Town Manager Hoffmann continue to be innovative and creative, while working with people and implementing the present strategic plan devised by the Town. He felt Town Manager Hoffmann had succeeded in uniting the Town.

Commissioner Clotey invited everyone to read the detailed comments contained in her evaluation of the Town Manager, including the section in which she offered suggestions on things that should be done. She agreed with her fellow Commissioners that awarding someone a perfect score on everything did not provide much feedback. Commissioner Clotey said Town Manager Hoffmann was an analytical and strategic thinker with excellent people skills, and the Town had benefited from her outstanding leadership. She found Town Manager Hoffman more than willing to sit and discuss any issues.

Vice Mayor Dodd said Town Manager Hoffmann exceeded his expectations in many areas of her duties. She had dealt with many of the Town's skeletons, inefficiencies, out-of-date policies, as well as caused a positive change in the previous attitude that was prevalent. Town Manager Hoffmann met such problems head on, had rewritten the manuals, dealt with the past and brought the Town's administration up-to-date technologically and financially, and updated the Master Plan and the Five-Year Capital Improvements Plan. She evaluated staff, made many changes, and all this was done in her first year as Town Manager. Vice Mayor Dodd stated the Town was very small and the Commission very hands on, wanting to be kept abreast of all that transpired. As to areas of improvements, Vice Mayor Dodd wished to see the Commission more informed as to staff changes, promotions, replacements, suspensions, even though the Charter did not require this of her. He urged Town Manager Hoffmann to keep up the good work.

Mayor Minnet said it had truly been an honor to serve on the Commission and work with Town Manager Hoffmann; the expertise she brought to the Town was overwhelming. The new and innovative ideas Town Manager Hoffmann brought to the community were not done in a highhanded manner, but rather she listened to everyone and was a type of guiding light for the Town. Mayor Minnet felt teamwork was the overall message Town Manager Hoffmann brought to Lauderdale-By-The-Sea, and working with her was a joy, as she brought her organizational and leadership skills, and a vast knowledge of local government issues, the likes of which the Town had not seen in many years. Mayor Minnet stated that even when her answers were not always the ones the Commission wished to hear, she communicated in a very diplomatic manner, which everyone appreciated. She thanked Town Manager Hoffmann for choosing to work in Lauderdale-By-The-Sea, stating she valued her ideas and her friendship and

hoped she would continue in the leadership role in which she had done such an excellent job in the past year.

Town Manager Hoffmann thanked the Commission for all their generous praise, stating she enjoyed her job as Town Manager more than any other job she held in the past, and it had been as challenging. She also found it fascinating working with five very distinct personalities of the Town Commission and admired the way the dais came together as a team, dedicated to the same goals. Town Manager acknowledged she came to the Town under difficult circumstances, and Town staff had every right to be apprehensive and upset over the many changes; however, she found everyone to be very open and welcoming, and she now had a very good team. Town Manager Hoffmann stated it was delightful working with Town Attorney Trevarthen, as she was very intelligent and a great lawyer. She looked forward to next year, as it would reveal the payoff for all the hard work the local residents, businesses, the Town Commission and staff had been doing for the past 18 months. The next two years would be incredible and she thanked everyone for letting her be a part of it.

b. Status Report on Town Manager's FY 2010 - 2011 Performance Goals

Mayor Minnet believed members of the dais had sufficient time to review the goals and to see that many had been completed, with some moving into the next year. Considering the amount of work Town Manager Hoffmann had to do in the past year, it was an incredible feat how many of the items were completed.

There were no additional comments from the dais regarding the status report.

c. Suggestions for Town Manager Performance Goals for 2012

Town Manager Hoffmann pointed out two omissions from the list she had provided the Commission which would be placed under goal number three, Economic Development as "Business attraction and recruitment": 1) contracting with a firm to help attract new businesses to the Town, and 2) begin the program for the implementation and design of façade improvements for hotels and retailers.

Commissioner Clotey asked if Town Manager Hoffmann foresaw the financing of a façade improvement program as a type of low interest loan or a grant.

Town Manager Hoffmann stated she would have to revisit her notes from previous discussions with the Commission, as she was unable to recall what the Commission's conclusion was at that time. She recalled Kim Briesemeister suggesting it not be a loan but a grant, and for there to be a matching component, but Town Manager Hoffmann was unsure if the Commission made that decision. She mentioned the discussion was for the façade improvement program to be a one year trial program to determine if the program had sufficient impact and was well received.

Vice Mayor Dodd mentioned having read the 2012 goals and noted many were already underway. He wished to include as a reasonable priority an evaluation of the lighting in residential neighborhoods, so as to set aside money in 2012 toward better street lighting. This project had been in the Town's budget for many years and had yet to be addressed; it had been passed in the annexation agreement that the northern area of the Town should have the benefit for the first ten years, and they received \$10 million in sewers. This far outweighed the potential extra revenue. He believed it was now time for the residential neighborhoods to the south of the Town to benefit, and once the analysis of the sewer system came in, the Town would be in a better position to work towards the goals of improving that area of the Town. Vice Mayor Dodd stated he had a slight issue with the design and permitting for Commercial Boulevard west to the bridge, and he desired confirmation this was actually included in the plan as something the Commission gave high priority. He had no wish to spend money doing the design and permitting and have the same problems that occurred with El Mar Drive.

Town Manager Hoffmann stated the item regarding the design and permitting for Commercial Boulevard improvements, goal # 4a was placed on the agenda for discussion; she had sent out a scope of services to get design proposals. She sought clarity on the vision the Commission had for those several blocks, including a review of the University of Miami plan and some possible modifications requested by some of the local businesses.

Mayor Minnet wished to follow upon on some of Vice Mayor Dodd's comments, particularly with reference to the drainage, resurfacing and sewer program the Town would be looking at for the southern area of the Town. She thought it was important to identify where swale restoration projects could be done. Residents needed to have a clear understanding if the Town was going to move forward in a very concise manner and make sure a plan was in place to help them understand what it entailed to move forward with a street lighting improvement program. She agreed all the projects had to be considered collectively, so work was not being undone to accommodate other improvements.

Town Manager Hoffmann sought clarification as to page 2, goal 4g; she stated that the goal was to develop cost estimates to improve street lighting in residential neighborhoods, so that it might be considered for inclusion in the 2013 Capital Budget. The Town did not have funds allocated in the current year's budget for that program. She understood Vice Mayor Dodd to say he wished that program implemented in the current fiscal year.

Vice Mayor Dodd replied if there was any way for the program to go forward in the current fiscal year, this was his preference. Town staff needed to carefully evaluate which areas were most in need and tackle those first. He agreed with Mayor Minnet that the current data showed swale restoration programs would assist in improving 85 percent of the Town's drainage, and this had not been attacked as strongly as it should have been. Thus, more effort was needed in the areas of street lighting and swale restoration, rather than focusing only on the "glory scheme" of the major projects. He

realized the Town needed to look carefully at what funds were available and whether everyone was satisfied with the Five-Year Plan and the projects slated for the second and third years of that plan.

Town Manager Hoffman said no allocation was in the current budget for swale restoration.

Vice Mayor Dodd realized this but, in light of the swale restoration possibly solving 85 percent of the Town's drainage problems, this was something no one had really picked up on.

Town Manager Hoffmann suggested further discussion on the matter of swale restoration; when the prioritization of the projects took place, those improvements were not among the top ten projects. Town staff had been going through the top five or six priority projects, and those were all funded within the next two years, with the exception of El Mar Drive. Thus, if the Commission wished to move swale restoration up higher in the list of priority projects, she needed to bring the matter forward for further discussion. She mentioned swale improvements were just done in Terra Mar by Town staff, and the project was successful. Town Manager Hoffmann stated she would meet with Municipal Services Director Don Prince and pick three or four areas for improvement Town staff could undertake over the course of the next 12 months.

Mayor Minnet thought another route could be to incorporate it through the Neighborhood Improvement Program; in walking round the community and speaking to the residents about the budget, she mentioned the program to them. They were very excited about that program, and staff could explore the possibility of incorporating the program in the Town's swale improvement program.

Commissioner Clotey agreed with the restoration of the swales, but she found that many residents did not understand what such a project involved. When Town staff went about restoring the swales, there might be a number of unhappy residents; they should be given an explanation on how the work would be carried out. She commented the swale improvements might affect some homeowners' landscaping. Assistant Town Manager Bentley affirmed it would. Commissioner Clotey felt it would require an educational program to ensure residents understood the cost benefit of a swale restoration program.

Commissioner Vincent supported the idea of piggybacking on the swale restoration program with the Neighborhood Improvement Program, as much of the problems were being created by conditions on private property. He suggested the Town could do some form of incentive grant program to encourage residents to get involved and share some of the cost with the Town.

Mayor Minnet stated that, in speaking with members of the communities, Town staff might find there were one or two blocks that wanted swale restoration and street light improvements, and then over on the next two blocks, they wanted no changes. She

thought the great thing about the Lauderdale-By-The-Sea community, was it was possible to get around and ask residents what they wanted. In conjunction with the Neighborhood Improvement Program, perhaps staff could begin work in areas that desired the swale improvement program.

Commissioner Sasser referred to goal #1 and suggested adding the development of a long-term plan similar to that of the CIP, to develop the organization, both for the current and future state. He wished to include the Town Manager's added goal of attracting businesses to the Town, with the caveat of attracting the "right" businesses. Commissioner Sasser believed another goal should be that the Town Manager manage equal to or below the Town's budget; such as the Town Attorney's expense. He also wished to see more reporting on the finance reports by quarter, showing where the Town might be behind or ahead of what was budgeted. On the matter of the Commercial Boulevard west streetscape, he thought it was just as important, if not more so, as that of the east streetscape. The improvement of the west streetscape was key to encouraging development; if the Town was going to design east of A1A, there was no reason not to design west of A1A so that they might tie into each other, and it seemed best to do it at the same time.

Commissioner Clotney believed that the area between A1A and the bridge on Commercial Boulevard should be more attractive. Everyone did not access the Town from north and south A1A, and with the visitors being directed to the Visitor's Center from signs on the Turnpike, it was important for that approach into the Town to look good.

Commissioner Sasser recognized it was a lot of information to take in, stating he would forward in an email in bullet form on the various points he made. Town Manager Hoffman found this acceptable.

Mayor Minnet received no further input from the Commission and noted the Town Manager had strong goals for 2012, and she looked forward to her achieving them.

4. ADJOURNMENT

Vice Mayor Dodd made a motion to adjourn. With no further business before the Commission, Mayor Minnet adjourned the meeting at 9:40 p.m.

Mayor Roseann Minnet

ATTEST:

Town Clerk, June White

Date