



## *City of Miami Springs, Florida*

The Miami Springs City Council held a **SPECIAL MEETING** in the Council Chambers at City Hall on Monday, June 6, 2011, at 7:00 p.m.

### **1. Call to Order/Roll Call**

The meeting was called to order at 7:05 p.m.

The following were present:

Mayor Xavier M. Garcia  
Vice Mayor Bob Best  
Councilwoman Jennifer Ator  
Councilman Dan Espino

Absent:

Councilman George V. Lob

Also Present:

Assistant City Manager Ronald K. Gorland  
City Attorney Jan K. Seiden  
Finance Director William Alonso  
Human Resources Director Loretta M. Boucher  
City Clerk Magali Valls

### **2. Invocation:** Councilman Espino offered the invocation.

**Salute to the Flag:** The audience participated.

### **Open Forum**

Mayor Garcia announced that he would entertain an Open Forum session at this time for anyone wishing to speak.

Jo Ellen Morgan Phillips of 372 De Leon Drive stated that after the last meeting when Council discussed the tax credits for the Curtiss Mansion she contacted Heisenbottle Architects. She explained that Ivan Rodriguez has written several of the agreements for other municipalities and he is present this evening. He recently worked with Delray Beach and they secured \$2MM for their theatre.

Ms. Phillips explained that Heisenbottle Architects sent an invoice to the Curtiss Mansion and her understanding is that it must be submitted to the City since they will be directing the program. The City Manager had asked Mr. Rodriguez to address any questions in regard to parts B and C so that the process could move forward.

Ms. Phillips reported that the drywall is going up inside the Mansion and once it is finished they will not be eligible for the tax credits.

Ivan Rodriguez of R. J. Heisenbottle Architects, Coral Gables, stated that he was the head of the Miami-Dade County Office of Historic Preservation for approximately thirty years before he retired. In that capacity, and presently in the private sector, he worked on a lot of projects of this nature. He offered to answer questions that Council might have and said that this would be a “win-win” situation for Miami Springs.

Councilman Espino inquired if the City will qualify for the historic tax credit and Mr. Rodriguez answered that it is very likely, although there are no guarantees. The Division of Historical Resources in Tallahassee is the initial reviewer and after that point the application goes to the National Park Services for final authorization to issue the tax credits. He stands by the work and experience of Heisenbottle Architects and this is an admirable project and they have handled many similar projects. From the shell that remained of the Curtiss Mansion they have been able to reconstruct the building and the rehabilitation has been done with tremendous care and detail.

City Attorney Jan K. Seiden said that he, the City Manager, Assistant City Manager, and Finance Director conducted a conference call with the tax counsel after the last meeting and they sent him the agreement that was sent to the City by Wishneff & Associates. There were some questions in regard to the agreement that are being addressed and the tax counsel sent an email saying that he had been in touch with Wishneff & Associates and was referred to their tax people, and he also left a voice mail today saying that he was becoming more comfortable with the tax aspect of the transaction. He will report back as soon as he has additional news.

Vice Mayor Best inquired about the timeline for the process and Mr. Rodriguez said that the timeline varies depending on the review by the State. Generally, the first review will be in about four weeks and it has taken longer. He explained that the Curtiss Mansion is not a huge or complicated project and there is no reason why it should be prolonged. The work that is done by his office should take approximately two weeks.

Councilwoman Ator expressed concern regarding the 55 years lease from the City to CMI.

City Attorney Seiden clarified that the 55 year lease provision is one of the issues being looked into by the tax attorney and there is no answer yet. All the documents are being reviewed and there has been discussion about the procedure. The tax attorney will provide answers and his position as soon as possible.

Councilwoman Ator asked how long it would take to receive an answer.

City Attorney Seiden said that hopefully he would have the information before the next Council meeting.

Councilwoman Ator reiterated her concerns about the 55-year lease, the future of CMI and their relationship with the City. She would like to wait until Council receives a response from the tax attorney.

*(Agenda Item 5 was considered at this time)*

### **3. City Manager Job Description and Qualifications**

Assistant City Manager Ronald K. Gorland stated that City Manager Borgmann was unable to be present and the documentation that he provided had already been read into the record regarding the City Manager job descriptions and qualifications.

The Assistant City Manager explained that the documentation includes pages from the current list of job descriptions for the position of City Manager and also a sheet that was used in the past to assist executive searches for that same position. Also included is a memorandum from the City Manager regarding the scope of the search that is not intended to be an endorsement of anyone, but rather his thoughts after 30+ years in local government.

Human Resources Director Loretta Boucher stated that in regard to the recruitment and hiring for the City Manager, she wanted to state for the record that she has been a Human Resources Director for thirty-nine years, including seventeen years for the City of Miami Springs. As an HR professional, she has worked under the direction of four strong mayor forms of governments, four city managers and during that time she has recruited for many positions, including City Manager. During this time there has never been an issue in regard to her hiring practices, ethics or honesty. She has always been loyal to the position that she holds as a professional HR Director.

Human Resources Director Boucher explained that if the City does not retain an outside search firm to conduct the process, she would recommend that it is standard practice for the Human Resource Director to conduct the selection process for the hiring of the City Manager. She assured Council that there would be transparency and uniformity in the hiring practices in accordance with state and federal law. She will respect and continue to do her job regardless of the decision that Council makes this evening.

Mayor Garcia read the details presented in regard to the job description and qualifications for the position of City Manager. He asked if there were any questions or comments in reference to any of the qualifications or additional qualifications that Council may want to consider.

Vice Mayor Best commented that the documentation is well presented and clearly defines the qualifications for City Manager. He cannot think of anything else that the job would entail.

Councilman Espino stated that he does not have any concerns with the substance of the documentation. He would specifically like to have a community profile that accompanies the job description because it provides an overview of the community, including historical background, community vision and the current Council. This information would help to steer the applicants as to how they would present their personal information and how they would present themselves to Council.

Councilman Espino explained that he could not speak for the current Council, but the previous Council had a unanimous consensus on a number of issues, and commercial revitalization was one topic that was discussed at length.

The Human Resources Director stated that the City now has the website ability to promote what Councilman Espino is suggesting and a community profile could be created by an outside agency at the direction of Council. She took the liberty of updating a sample advertisement for Council's review that includes the requirements and information about the City, including the population and the budget. There could be other qualifications for Council to consider whether the search is done in-house or outside, such as the requirement for the candidate to live in the City, the reimbursement of moving expenses, etc. and that will require Council direction.

Councilman Espino commented that the Charter provision is extremely convoluted; it states that the applicant or candidate need not live in the City during consideration and may live outside of the City with Council approval, if hired, which means they do not have to live in the City.

Human Resources Director Boucher stated that if someone is hired that lives outside the state that Council must determine if they want to pay moving expenses. Most of the duties of the City Manager are outlined in the City Charter and the job description only encompasses a portion of the duties. The advertisement outlines the required education, years of experience and the salary range that must be determined by Council.

City Attorney Jan K. Seiden referred to Section 4.04 of the Code which states that the City Manager need not be a resident of the City or the State at the time of his appointment, but may reside outside of the City while in office, only with the approval of Council.

Councilman Espino clarified that there could be a provision within the resolution for the hiring of the City Manager to state that it is permissible to live outside the City, and that would be sufficient to comply with the Charter.

City Attorney Seiden explained that whoever is hired will get a contract according to today's standards.

Vice Mayor Best said that there are a couple of things that are viable to the search and it is very important that the individual be very cognizant of the laws of the State of Florida and of the Miami-Dade County laws and Home Rule Charter rules.

Councilman Espino would like to put an emphasis on revitalization and redevelopment whether it is experience with another city or in business since this will continue to be a topic. Other priorities are job creation and lowering the millage rate by increasing the commercial tax base because this will weigh heavily on the next candidate. The duties and responsibilities are the mechanics, but he would like to go further in order to determine what the candidates' aptitude is for the goals that the City is currently pursuing.

Mayor Garcia commented that the experience would vary among candidates; some might be stronger in some aspects than in others. A candidate might be highly qualified in the redevelopment aspect, but not in commercial growth. He is glad to hear that Council will receive every application that is turned in so that they can determine the qualifications. It is a process that takes time and it is not going to happen overnight.

Mayor Garcia would like to come up with some type of consensus as to the direction Council would like to proceed with. He questioned if that would be okay without the presence of Councilman Lob.

City Attorney Seiden stated that it is up to Council how they want to proceed and if there is a 2-2 vote, it would then require the presence of Councilman Lob. A consensus is needed to determine whether the search will be conducted by an outside firm or in-house.

Councilwoman Ator agreed with Councilman Espino that something should be added to the qualifications related to commercial growth experience or code changes. Also, it is important to include in the advertisement those issues that are important to Council so that the candidates can respond appropriately. She would like the candidates to give examples of their skills, initiative, strengths, loyalty, optimism and other qualities that are needed to move the City forward. The person's attitude is 85%, in addition to their qualifications; they should give examples of their accomplishments and ways they have displayed their attitude.

Councilwoman Ator said that she conducted research in regard to leadership because the next City Manager should be someone who solves problems and does more delegating. She would like a City Manager that has an overall picture of empowering Staff and would personally like to see someone who is more proactive with initiative and planning skills.

Mayor Garcia added that Council would like examples of how the candidates have been proactive and Councilwoman Ator agreed.

Councilwoman Ator expressed her support for the HR Department conducting the search.

Human Resources Director Boucher explained that the last five to ten candidates that meet most of the requirements would be asked to present their last budget, a plan for revitalization and projects that they have accomplished under their name during their tenure. This will serve as proof of their accomplishments.

Ms. Boucher stated that in addition to the advertisement, the website will include additional requirements and personal skills that are necessary. The resumes that are submitted are reviewed in order to tell if the person has the necessary experience; the education alone is not enough. There are two sheets; one includes the requirements and the other is the advertisement.

Councilwoman Ator stated that once the resumes are narrowed down to the final ten or fifteen she would like to have those candidates answer a questionnaire giving examples of their strong points or weaknesses. She added that when hiring for her firm that a person's attitude is her first priority.

City Attorney Seiden suggested that Council could take an opportunity to prepare a list to supplement the document. He said that in his experience, going through the hiring process, it is better for Council to ask the questions when the candidates appear before Council.

Human Resources Director Boucher explained that Council will have the opportunity at a public meeting to ask questions based on the resumes submitted and the candidates would show proof of their work.

Councilwoman Ator asked if all the candidates will sit in the room when Council is conducting the interviews.

City Attorney Seiden responded that the candidates can remain in the room, but most often they do not. It would not be appropriate for Council to ask the candidates to leave the room, but it would give a bad appearance for them to watch the proceedings. He said that most have gone through the process a number of times and they would not listen to the other presentations.

Councilman Espino stated that he is looking for qualifications specific to the City of Miami Springs. He referred to the City of Coral Gables advertisement that listed the City's history, "Coral Gables Today", demographics, government layout and the challenges that their City was experiencing. They also explained the ideal candidate in narrative form and that is where the areas of expertise are separate from the basic qualifications.

Councilman Espino explained that short-term and long-term planning makes sense for budget reasons and for providing services. The recreation programs are experiencing some growth, different programs are vying for field space and now the City must react in order to determine how to make an accommodation. He would like the next City Manager to be a problem solver and have contingency plans even if they are very broad.

Mayor Garcia asked for the direction moving forward and whether Council is inclined to conduct the search through Human Resources Department or hire an outside company.

Vice Mayor Best said that he wants to maintain the process in-house and be able to go through the process without convolution. He does not want Council to legislate a person's philosophy because it can ruin someone and nobody can change overnight. Most people who have held positions in public administration know the process or they would not be in the position. He does not want to make the process more than what it really is and it is clearly a job for Human Resources.

Mayor Garcia stated that Council would ask the final candidates specific questions and make the decision as to whether or not they can stand the test of what they are required to do for the City.

Vice Mayor Best added that flexibility is very important.

Councilman Espino reiterated that the Human Resources Director's service to the City speaks for itself. He wants to avoid a perception because sometimes in government and politics perception is reality. The Assistant City Manager has expressed his desire to fill the position and the City Manager has publicly endorsed that position. In terms of Council's responsibility to the residents, he wants to give assurance that they will select the best person possible, which may end up being the Assistant City Manager. It is his desire to take the search outside if the City cannot provide appropriate screening measures.

Councilman Espino agreed that the Human Resources Director has the experience in conducting a search, but her niche is HR overall. His thought was to hire someone that can focus on one need and do it exceptionally well and that is to target a high level executive based on the established criteria and the vision for the community. He added that price is another consideration, but that is still unknown and when he first brought up the suggestion, the Human Resources Director was going through health issues.

Councilman Espino mentioned that he had asked the City Attorney what would happen if Human Resources Director Boucher were unable to handle the hiring process and he responded that the responsibility would be delegated to someone else. His concern was that the person the responsibility is delegated to might not have the HR experience and hiring a firm would alleviate all the concerns. The cost is an overwhelming factor; he would not approve of spending \$50,000 or \$60,000, but would approve of some allocation of funding.

Human Resources Director Boucher clarified that she has no problem with hiring an outside firm. She felt uncomfortable with the suggestion of involving the City Clerk because her expertise is outside the HR field. She agreed that consultants are very professional, they will know what Council wants and they will find the right candidate.

Councilman Espino clarified that he did not mean for the City Clerk to take on an HR function. The City Clerk works directly for Council, not the City Manager, and he was suggesting that she would be the relay point in the process.

Human Resources Director Boucher explained that her department operates under the cone of silence and there has been no discussion about her documents between the City Manager and Assistant City Manager. She prepared them and sent them directly to Council; she only sent the documents through the City Manager's Office for placement on the agenda.

Councilwoman Ator asked at what point the cone of silence is lifted after the applications are received and City Attorney Jan K. Seiden responded that it is lifted at the very end.

Councilwoman Ator understood Councilman Espino's concern about the transparency. She asked if the applications would become public record once they are received by Council.

Human Resources Director Boucher confirmed that the applications are public record.

City Attorney Seiden stated that once the advertisement is sent to all organizations and publications and the applications are submitted, the Human Resources Director sorts through them and identifies the candidates that are the best qualified. All documents are available for Council review; it is not really a cone of silence process at that point since it is not a bidding process.

Human Resources Director Boucher explained that the advertisement states that once the applications are submitted they become public record and they will be accepted until the position is filled unless Council specifies a deadline. She will provide Council an updated list each week of the names of the persons who submit applications and where they are from. Copies would not be made until they are further into the selection process, unless they are requested sooner.

Councilwoman Ator would be interested in a list of the names or a matrix of where they are from, including their respective qualifications and education. She understands that Council can request copies at any point.

City Attorney Seiden said that once a date is set for final submittal of the applications, it would be a waste of time for Council to review a list of those that are unqualified; they would only want to see the most qualified. Council can dictate whatever process they want and all the documents are public records. He said that a matrix would be developed and if there are ten candidates in the highly qualified category, Council may want to interview all ten or Council could review ten on paper and interview five in person.

Mayor Garcia stated that he has full confidence in the Human Resources Director to handle the screening process and locate candidates within Miami-Dade County or the State of Florida. He would like to keep the search within the State of Florida.

**Vice Mayor Best moved to empower Human Resources to conduct a search for the new City Manager's position, specific to the State of Florida and within Miami-Dade County as a requirement. Councilwoman Ator seconded the motion.**



Councilwoman Ator asked for an amendment to remove the requirement that the person must be from Miami-Dade County. She wants to make sure that the motion is clear.

Vice Mayor Best clarified that the motion is to direct the Human Resources Department to conduct a search for the City Manager's position.

City Attorney Seiden interjected and asked to stop at this point and make it the first step. **The next step would be to direct where the search will be.**

Vice Mayor Best agreed to **separate the motion into two parts.**

Vice Mayor Best **amended** his motion and Councilwoman Ator offered the second to the amended motion.

**The motion carried 3-1 on roll call vote with Councilman Espino casting the dissenting vote.**

City Attorney Seiden stated that Council may now want to consider the geographical limits.

Councilman Espino and Councilwoman Ator both stated that they agree to limit the search to the State of Florida.

Mayor Garcia mentioned that he had suggested Miami-Dade County.

Vice Mayor Best would like to consider the County Home Rule Charter and that Miami-Dade County is the largest and most populous county within the state, which is relative to how the City of Miami Springs operates. He is suggesting that it be included in the search and if no one is found then it is fine, but at least it would be included for specificity.

Mayor Garcia explained that Miami-Dade County was his first intent, but he does not want to limit the search to those persons currently working or living in Miami-Dade County.

Attorney Seiden felt that it would be better to go with the State of Florida and narrow it down through the process since someone working in another county within the state may have worked in Miami-Dade County at one time. There are a lot of people at this level who are very familiar with the concepts of Home Rule. The person would not have to come from Miami-Dade County; it is a generally accepted municipal concept that is statewide.

Councilwoman Ator added that Miami-Dade County is not the only county within the State with the Home Rule Charter.

Vice Mayor Best commented that in his trips to Tallahassee he had interfaced with other municipal officials from other counties and they have no idea of the Home Rule Charter.

City Attorney Seiden said that limiting the search to Miami-Dade County might not result in a very good sample.

**Vice Mayor Best moved to direct Human Resources to conduct a search relative to the State of Florida. Councilwoman Ator seconded the motion, which carried 4-0 on roll call vote.**

Human Resources Director asked when she should start preparing samples of the advertisements and the requirements for Council to review before sending them out. She also asked if they wanted to set the salary range from \$80,000 to \$100,000 or to set a minimum of \$80,000 and leave the top of the range open depending on qualifications.

To answer Mayor Garcia's question, Ms. Boucher recommended starting at \$80,000 and setting the maximum based on qualifications and the other benefits are part of the contract, including pension, benefit days, etc. She explained that the existing contract with the City Manager is standard.

Ms. Boucher referred to a City Manager salary survey that was prepared by Surfside that she sent to Council for review.

Councilman Espino would like to address the compensation range because part of the issue that all cities are experiencing is that they have been operating in the same manner for many years, including Miami Springs, and perhaps the salary range should be looked at again. For discussion purposes, cities as large as Homestead have a salary range of \$140,000 to \$180,000 and Dania Beach is \$120,000 to \$160,000.

Councilwoman Ator agreed with Councilman Espino that when considering the salary and benefits it is important for Council to look at what is offered before hiring a new City Manager, in light of what is going on statewide and nationally. She said that no promises can be made and just because something was offered in the past, does not mean it should be the same in the future.

City Attorney Seiden explained that when Mr. Borgmann was hired, Council was considering another gentleman and they kept the salary and benefits open, subject to negotiation. He said that it is important to be flexible.

City Attorney Seiden added that most of the City Manager candidates that file applications will have experience working as city managers in a number of different locations; that is part of the experience. Normally people holding the position of city manager do not last for a long time and City Manager Borgmann is an exception because he lives here and he is familiar with the City's operations.

City Attorney Seiden suggested that Council should give direction to Ms. Boucher and send her supplemental documentation, on an individual basis, and by the next Council meeting she could prepare something for Council to approve and use as a document going forward.

Mayor Garcia liked the comments that were made about additional requirements and questions for the candidates. He would like the Human Resources Director to take these comments into consideration.

Human Resources Director Boucher asked Council to respond to her by e-mail with their comments.

Councilman Espino said that if each Council member were to create a profile that is submitted individually to the Human Resources Director, the City Clerk could then send all of them to Council.

Attorney Seiden agreed that once the documents are on record, they could be distributed to Council through the City Clerk.

Mayor Garcia stated that all the comments could be combined in a document; he is not interested in seeing who made the comments, but he would like to see them so that he can come to a decision.

Councilwoman Ator clarified that her intention is not to create an entire new position description; it is only to be able to add some skills or qualifications.

City Attorney Seiden advised Council to be thinking in terms of a time line.

Mayor Garcia stated that Council would have more information to review for the next meeting on June 13<sup>th</sup>.

Councilwoman Ator added that she would like to include the list of publications that will be used for advertising.

City Attorney Seiden said that Council should not dictate how the process will go until they find out what the responses are. There is no need to make a decision now about narrowing down the candidates for interviews because it is too early in the process.

Mayor Garcia mentioned that he would like to set a date in August for submission of the applications.

Human Resources Director Boucher advised Council that they must allow time for resumes to come in after advertising in the Florida League of Cities Datagram and the Quality Cities Magazine.

Mayor Garcia asked for information showing the publication dates and deadlines for the submission of the ad.

Ms. Boucher stated that she would check on the dates tomorrow for the August publications.

Mayor Garcia asked Ms. Boucher to check on the publication dates for July and August.

#### **4. Strategic Planning Retreat – Proposed Compromise**

Councilman Espino stated that the City lacks a vision for Miami Springs as a whole, based on planning in a number of areas, and it certainly affects the City when selecting the City Manager and during the budget process. When Miami Springs was founded; it was founded by Glenn Curtiss who was a visionary and ahead of his time in terms of urban planning and design.

Councilman Espino explained that strategic planning takes time and it cannot happen in one day so he would like to get started and get Council to seriously consider and approve a strategic planning retreat that would serve as a “launch-off” point.

Councilman Espino prepared a compromise based on Council’s last discussion. He is proposing a general session with break out meetings and the Staff and Administration coming together with Council and delegates in the hopes to establish vision points in various areas or even broad based goals, objectives and policies that would be translated into a strategic planning initiative going forward. He does not expect one day to be sufficient or to be the entire process.

Councilman Espino said that in keeping with Councilwoman Ator’s suggestion, he is proposing the use of a third party facilitator with a location and date inside the City to be determined. The parties involved would be the Mayor, Council, Administration, and Staff with resident participation and Council member delegates from the various advisory boards.

Councilman Espino explained that the issues must be identified and the idea is to address a number of areas at one time, which does not happen during Council meetings. The Assistant City Manager provided a list of his operating initiatives and perceived objectives and he broke it down into various areas such as commercial revitalization and redevelopment, finances, public relations, arts and culture, charter and code reform, recreation and parks, and capital improvements.

Councilman Espino felt that it would be an amazing exercise and a way to build community consensus since there have been major discrepancies in the community, especially during election time. The entire community should move forward together and he would like to proceed in this fashion. He offered to entertain any modifications and address the proposal to fit everyone’s desires.

Vice Mayor Best commented that he was not sure where Councilman Espino was heading with his recommendation because everything he mentioned had already been addressed through the process of operating the City, through the City Council and with the assistance of the advisory boards. He recalls Town Hall meetings being held only when there was a very contentious issue with two different sides.

Vice Mayor Best explained that he reviewed all the information twice, including Sarasota’s and he wondered how purposeful it was.

Councilwoman Ator said that she believes in strategic and long-term planning and the goals should be objective with a plan for implementation. She does feel that there should be a third party facilitator and the issues should be identified. She does not think there should be delegates because all residents will be invited and can participate. She has some concerns about the logistics of the break out sessions and that should be addressed.

Councilwoman Ator said that the best way to proceed and in order to get the most out of the retreat would be to make it as objective as possible and have input from the City as a starting point. The Department Heads could present wish lists that are broken down into different categories so that Council can identify what they are most interested in accomplishing. Sometimes it is hard to be proactive outside of your own personal experiences and getting input from City employees who have experience dealing with day-to-day responsibilities would be helpful. The facilitator could help and she would rather go department by department instead of breaking out into groups.

To answer the Mayor's question, Councilwoman Ator explained that she would like public input, but she is concerned about breaking down into committees because Council would not be involved in all the discussions and it would be easy to manipulate the process. The City departments and Staff have been able to identify their needs and present ideas for consideration.

Mayor Garcia stated that the willingness to move forward with a strategic planning retreat is a big step forward and how it should be done must still be worked out. He personally is fine with strategic planning and he also raised the issue of the advisory boards. The problem with the advisory boards is that some have taken on more than they should and they meet even if there are no issues to discuss.

Mayor Garcia suggested that the advisory boards could tie into the strategic planning process. He agreed with Councilman Espino's comment that some issues are not raised by the public until election time and those people do not participate in the Council meetings and provide their feedback. He said that perhaps an outside retreat might be a possible way to get that input and he is open to suggestions.

Councilman Espino agreed with Vice Mayor Best that the City operates well, but it is like a ship without a destination and sometimes it goes off course and this wastes time and money. Currently it is unknown what is needed for recreation in five years and now there is a shortage of fields. The departments and advisory boards can work together to address goals. He added that if funding is attached to a plan that is fleshed out through strategic planning it will help to stay focused moving forward.

Vice Mayor Best clarified that he does not want to create another process, it seems Councilman Espino's proposal is quite intent and he questions how it will correspond with the budget. He asked how the plan would merge with the budget, although it could be a good tool.

Councilman Espino stated that one example is the growth of the recreation programs and the need for playing fields, including sod and irrigation that will require extra funding over two to five years. The Community Center is a prime example; it was discussed over the course of four years, paid for in two years and now Council is addressing the operation. The same should be applied to every department's needs.

Councilman Espino's hope is to come up with goals, objectives and policies that will translate into actionable items at future Council meetings or through the advisory boards. He said that breaking down into committees with delegates will allow seven different topics at the same time in order to have a more efficient meeting. The point is that everyone should be well represented and all ideas will be addressed so that the end product is a consensus. The final step is implementation of the goals, objectives and policies.

Councilman Espino agrees that strategic planning should be driven through the City departments as listed in Council action item # 4 with the departments conducting a goals assessment, including factors that went into making the decision or the implementation of those decisions. This could include external factors that are beyond the City as well as internal factors.

Councilwoman Ator said that the delegates might dominate the conversation on a particular issue. She would remedy that by moving the process along through the departments and the advisory boards could be utilized in the same way. There is a limited amount of time and the way to move forward is to set a time limit for each of the boards to identify their issues, and open the floor for discussion or comments that would also have a time limit. The boards could be useful in that respect and she cited the Education Advisory Board as a good example of a working body that has taken on certain issues based on their knowledge.

Councilwoman Ator added that the advisory board minutes are not verbatim and sometimes recommendations are not clear. She would like an opportunity to hear everyone and their concerns.

Councilman Espino said that whenever Council deliberates on an issue the amount of feedback is limited and it becomes a conversation with Staff; he wants the boards to participate and most of the delegates he has in mind are board members. He said that some boards like Code Review are not authorized to be aggressive and others do not act and respond like Council wants them to.

City Attorney Seiden explained that each table could be assigned to a certain department. The table could be staffed with a delegate appointed by each Council member or it could be assigned to the advisory board that is most appropriate to that function. In order to solve the problem, there cannot be any citizen participation, although they can listen and absorb what is being discussed and submit written comments later. If the citizenry participates it will be a "free for all." There will be a facilitator at each table who will be the department representative.

Councilman Espino commented that the components are policy, execution and the desires and wants of the community that sometimes do not come out until election time. The City does not do a very good job of engaging the citizenry and he does not want to limit their input. He stated that each subcommittee would have an agenda to follow and they would address the issues, select a facilitator and include the respective department head. He disagrees with excluding the public.

Mayor Garcia said that there was a similar program that was related to the Recreation Department and it was a written survey with feedback from the residents who expressed what they wanted for the program. A strategic planning survey is one way to keep the public involved. He added that Council receives calls on many topics, but not many come to the Council meetings. The survey could be sent to all households with a marketing campaign urging residents to complete the survey based on the questions that are brought forth from the advisory boards and the department heads.

City Attorney Seiden felt that the Mayor presented a good idea to use the boards and the member from the administration to develop a survey. The last recreation survey was prepared by an outside company and this is an idea for the City to develop its own surveys.

Councilwoman Ator suggested that the survey could be completed on-line and the results could be tabulated into an Excel spreadsheet that would cut down on time and expense.

Assistant City Manager Gorland stated that the City spent \$20,000 for the recreation survey and developed a data base. The survey results were presented to Council several months later. The survey was conducted independently and it is a great idea. The development of the questions and securing the answers is important.

City Attorney Seiden said that the department heads could propose questions that they would discuss with the board members at the strategic planning session and placed on the website after the questions are identified.

Mayor Garcia explained that residents may not come to the meeting unless they have a specific problem. He reiterated that people could be urged to complete the surveys through a marketing campaign. He recalled that the same few people attended the past charrettes; people are not inclined to attend.

Councilwoman Ator added that residents have personal obligations and not everyone will be able to attend the planning meeting regardless of when it is scheduled.

Councilman Espino asked for further clarification in regard to identifying the issues.

Councilwoman Ator suggested asking the department heads to review the advisory board minutes for the past year or eighteen months and prepare a survey together with the Chairs of the Boards.

Mayor Garcia would like the advisory board chairs to put together their ideas based on their discussions in conjunction with the department heads.

Councilman Espino asked if there was consensus on # 4 under the Council action items in his memorandum and for the Chairs to send the goals, objectives and policies to the department heads.

Councilwoman Ator clarified that the department heads would meet with the Chairs of the boards to discuss relative issues, goals and objectives. The Chairs would be able to express the concerns of the board members since department heads do not always attend the board meetings. This history of the minutes will help to identify the issues that have not been resolved.

Councilman Espino asked if Council wanted to instruct the Administration to start looking for a third party facilitator for strategic survey.

Mayor Garcia mentioned that there had been discussion about involving the City Planner since planning also involves the infrastructure of the City. He asked if the Administration is in the process of hiring a City Planner.

Assistant City Manager Gorland explained that the hiring process for the City Planner is in the early stages.

City Attorney Seiden spoke with Stanley Price and asked him for recommendations.

Mayor Garcia added that a new City Manager might have a different vision of what type of person should fill the City Planner's position, which is his concern; he knows that the City cannot go without a City Planner for three or four months.

City Attorney Seiden explained that a City Planner is very important in regard to the revitalization and redevelopment efforts and the person will have to come on board with existing Staff.

Councilwoman Ator stated that in the interest of moving the process along, since the City does not have a Planner, she would recommend utilizing those people on the list for the plan. She mentioned that it was Manuel Perez-Vichot.

City Attorney Seiden clarified that he and Manuel Perez-Vichot could assist in handling whatever tasks must be done. Mr. Perez-Vichot often held conferences with the City Planner as the Chairman of the Board of Adjustment/Zoning and Planning and it would not influence his impartiality since he has knowledge of the cases. The problem is with long-term planning.

Councilman Espino asked about the timeline for holding the strategic planning retreat. He realizes that it cannot be done in two weeks, but part of the result will influence initial decisions during the budget process.



Mayor Garcia stated that the timing is unfortunate and he agrees with Councilman Espino that the results would affect the budget, although plans cannot be finalized overnight. He would not want to rush with the details; the budget process takes precedence.

Councilman Espino explained that Council has the rest of June, July, August and September to have the department heads talk to the Chairs of the Boards, come up with a survey for distribution and receive responses.

Mayor Garcia reiterated that he would like to move forward and prepare the survey.

Councilman Espino emphasized that he would like to set dates by which the process should be completed. He asked if Council wanted the department heads to meet with the Chairs within thirty days or the survey completion within forty-five days.

Vice Mayor Best agreed with Councilman Espino that his suggestion to have the Administration direct the department heads to meet with the Chairs of each of the various boards, within a thirty-day period seems reasonable.

Assistant City Manager Gorland explained that the month of July is critical to the budget process since there are no meetings to prepare for. The City is missing key positions and there are other problems to handle before the budget presentations in August. He advised Council that it could be done, but he would caution them on what they ask the Administration to get done.

Vice Mayor Best commented that today is June 6<sup>th</sup> and 30-days would not impact July very much.

Assistant City Manager Gorland explained that the Administration is already holding individual meetings as part of the budget process. He needs to know exactly what Council wants before the Administration can respond and then they will approach the department heads to find out what they can get done.

Councilwoman Ator asked to first address the third party facilitator that is essential in assisting in creating the short and long-term objective goals. She would like to see the meetings with the department heads move forward, she understands everyone is busy and she would ask for a report within twenty-one days before the last meeting in June. If there are some departments that cannot meet or provide anything then Council can make the decision on whether to wait or to move forward. She said that waiting six weeks or two months is like putting it on a list of things to do.

Councilwoman Ator said that she tries not to be demanding or micromanage and to let the City Manager do his job, but in this case she would encourage a short deadline. She does not want the department heads to spend an entire day with the Board Chairs, nor would the Chairs want to spend the entire day with the department heads. She suggested the department heads could discuss their own goals, review the minutes to discuss the advisory board goals and compile a list.

Assistant City Manager Gorland explained that success will depend on the clarity of the instructions and the outcome that is desired. Strategic planning is critical and he would not want to fail. He added that it is something that should have been done for years. He would like to provide written documentation to Council of what it is that the Administration is being asked to do.

Councilman Espino stated that Council is asking the department heads to meet with the Chairs of their respective boards.

The City Attorney interjected by saying that meeting with the Chair is fine or it could be another designee if the Chair is unavailable or inexperienced.

Councilman Espino clarified that they would meet to discuss and independently formulate a goals assessment or environmental scan of things that would influence that. Report on internal/external factors in which each department is operating: financial factors, demographic factors, technology factors, social/community factors, physical demands, etc. He emphasized that this is strategic planning. He would like conversations in regard to wish lists, goals assessment and spread out within two to five years. It does not have to be fully fleshed out; it is a starting point.

Councilwoman Ator stated that the environmental scan is confusing and essentially Council is asking what they want to accomplish, what is the dream list and in how many years it will be accomplished, including all the possible obstacles.

To answer Assistant City Manager Gorland's question, Councilman Espino would set the horizon at ten years.

Councilwoman Ator explained that the timeframe could be two, five and ten years and Councilman Espino agreed.

City Attorney Seiden commented that it would encompass the board, citizen and government side.

Councilman Espino reiterated that the timeframe for the assessment is twenty-one days.

Councilwoman Ator would be in favor of identifying a third party facilitator that has experience in strategic planning for cities. The Florida League of Cities also has personnel that can do it, although it might not be the person that Council wants, but she would like to explore the options. She added that one of the local universities might have someone who would be a good facilitator.

Councilman Espino asked the Administration to research third party facilitators.

Assistant City Manager Gorland agreed that they could identify someone and they have already contacted one or two persons.

Councilman Espino said that after twenty-one days, the department heads could pose five or six questions for the survey for the first meeting in August at which time Council would finalize the survey and send it out. He shares the sense of urgency that is reflective in the various experiences; Council needs to act quickly and identify the parameters in which they are operating.

Mayor Garcia explained that he also realizes the sense of urgency and he would like to begin the planning process because it will encourage future Councils to move forward with that vision.

Councilwoman Ator felt that coming back with an assessment in twenty-one days will help in the budget process and it is an excellent exercise for the City even though it might cause some stress on the departments.

Assistant City Manager Gorland commented that the five-year capital plan is part of the budget process.

Councilwoman Ator added that it is also helpful to reach out to the citizens.

Mayor Garcia reported that he had received telephone calls about the meetings that have been happening in reference to field space for recreation and sports issues within the community. He would like consensus to develop an informational pamphlet that informs the public that Miami Springs is not in charge of Little League, soccer or football. He would like to clarify that the only sport that the City handles 100% is basketball, although they do offer field support for the other activities. Any problems with football, baseball or soccer should be addressed by the Optimist Club, the Little League or Virginia Gardens respectively.

Council agreed with Mayor Garcia's recommendation to inform the public.

Assistant City Manager Gorland stated that he would start with an article in the River Cities Gazette.

Mayor Garcia emphasized that he would like the article to include the organization telephone numbers and he would also print post cards that could be available at the Community Center with the contract information for people to call when they have a problem with soccer, baseball or football. He reiterated that it is not the City's responsibility to help fund those organizations because the City has no control over what they do with their funding.

## **5. Beer license**

Councilman Espino explained that he was meeting with the Assistant City Manager when Mr. De La Torre of J. R.'s Gourmet Burgers was present filing an application for a 2-COP liquor license. The Assistant City Manager later informed him that given the death of the City Planner and the cancellation of the Board of Adjustment that the Building Department advised that it would be August before the Board could authorize the necessary zoning documentation for the license, which did not seem fair in the current economy.

Councilman Espino would like the City Attorney to consider amending the Code Section to authorize the Building Department, under certain conditions, to approve the license without the approval of the Board of Adjustment. Approval involves signing a covenant that 51% of the revenue will be generated from food, which is automatically granted; it is not rezoning.

Councilman Espino asked Council to set a date for the Board of Adjustment to meet and allow Mr. De La Torre to move forward.

City Attorney Jan K. Seiden contacted the City Clerk and asked her to poll the Board of Adjustment members to find out if they were available either Tuesday or Wednesday of this week, and everyone agreed they would be available on Tuesday, June 7<sup>th</sup> at 6:30 p.m. to consider this one item. A packet was prepared in advance in case Council approves the meeting and the meeting will be held with approval to go forward. This has been done before in emergency situations and although this is not an emergency, the Administration would like to accommodate Mr. De La Torre and help support his business.

City Attorney Seiden said that they will not be able to send the courtesy notices before the meeting, but they could be sent out between the approval and the ten-day appeal period. He concurs with Councilman Espino in that the City has never denied one of these licenses and that he would review the Code in order to be able to avoid this type of situation.

Vice Mayor Best applauded Councilman Espino for moving the issue forward and thanked the Administration for garnering the presence of the Board of Adjustment. He is totally in favor of the meeting.

Councilwoman Ator has a concern about issues in regard to the Board of Adjustment when granting variances and changing the code. She is in favor of changing the Code; that is not the issue, but she would not want to set precedent related to other cases.

City Attorney Jan K. Seiden explained that there is always a chance of someone raising a point in the future; the intent of why this particular case should be considered is based upon Councilman Espino's comments in that this is a newly established business, it is not a request that would normally be denied because every restaurant in the downtown area has been accommodated in their requests. It would not set a precedent; the only precedent would be if a similar request is made in the future when there are no meetings in July.

Councilman Espino added that the accommodation is being made because the meeting of June was cancelled and there are no meetings in July.

**By consensus, Council approved the Special meeting of the Board of Adjustment.**

City Attorney Seiden clarified that the decision is consistent with Council's efforts to promote business.

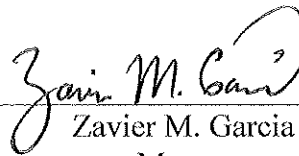
Councilwoman Ator stated that she also agreed to approve the request since Council had agreed to address the Code section related to liquor licenses.

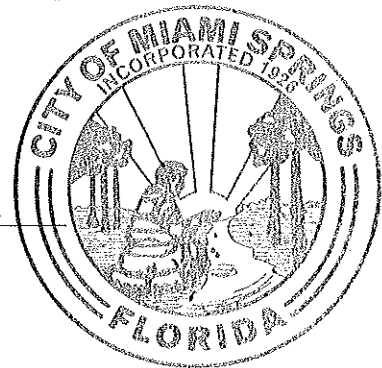
City Attorney Seiden asked if there is a general objection to package stores in the City, because bars and package stores that do not have SRX licenses would be the only business entities that should not be included.

Council agreed with the City Attorney that it would not pertain to bars or package stores. He offered to draft an amendment and submit it to Council for review.

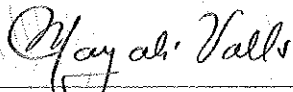
## 6. Adjourn

There being no further business to be discussed the meeting was adjourned at 9:40 p.m.

  
Zavier M. Garcia  
Mayor



## ATTEST:

  
Magali Valls, CMC  
City Clerk

Approved during meeting of: 6-27-2011.

Transcription assistance provided by Suzanne S. Hitaffer.