

**CITY OF COOPER CITY
CITY COMMISSION RETREAT/GOAL SETTING MEETING
JANUARY 27, 2011
9:00 AM**

1. ATTENDANCE

Present were Commissioners Green, Curran, Sims, Mallozzi and Mayor Eisinger, City Manager Loucks, City Attorney Wolpin, Utilities Director Mike Bailey, Finance Director Horacio Montes de Oca, Growth Management Director Matt Wood, Public Works Director Jim Bowman, Recreation Director Ken Richardson, Building Director Ted Fowler, City Clerk Susan Poling, Administrative Assistants Carol Adams and Michelle Alvarez, Police Chief Hale, Fire Chief Sievers, and Herb Marlowe (facilitator).

2. ADVISORY COUNCILS

- DEVELOP NEW GUIDELINES FOR ADVISORY BOARDS
 - Clarify process through which work is assigned or initiated by boards
 - Establish bi-annual reporting process
 - Elected officials and staff to voluntarily limit contact with Boards to introductions or critical issues

Discussion ensued between all Commission members regarding the need to receive input from the various boards on issues that fall within their professional qualifications (Business, P&Z, Education, Green, Recreation, and Senior). The City Manager has authority to send issues that have significant impact on the City to the appropriate board(s) prior to submission to the Commission for review. Establish a schedule for the chair of each advisory board (or the City Manager) to report to the City Commission bi-annually. Attendance at the advisory board meetings by Commission members should be limited and based only on an invitation by the board or addressing a personal (not Commission) issue. A Charter Review Board is convened every five years and each Commission member should (when invited) select a meeting to attend to provide input.

3. ECONOMIC DEVELOPMENT AND BUSINESS FRIENDLY

- MAP AND RE-ENGINEER PROCESSES THAT IMPACT BUSINESS DEVELOPMENT

Staff must prepare a flow chart or presentation which illustrates the process of business development (zoning changes, variances, site plan amendments, permitting applications, etc.) and share this information with the appropriate advisory boards (and petitioners) so that everyone has a working knowledge of the entire process and to curtail frustration. Highlight the steps in the process that are mandated by the State or other authorities. Streamline the process where possible.

- INCREASE RECOGNITION OF BOARDS, EMPLOYEES
 - Hold an annual recognition lunch or dinner

Schedule an annual appreciation luncheon for all advisory boards. Include employee recognitions in the Commission meeting agendas.

- ENGAGE IN PROACTIVE BUSINESS PROMOTION
 - Increase visibility of elected officials

Initiate better communication with businesses and show support by: establishing a Business Appreciation Week and sending letters of appreciation to businesses; stopping by businesses and “putting a face” to the City.

- Maintain and enhance chamber presence

Possibly list the businesses on the City’s website; feature a business at each Commission meeting; doing anything and everything possible to help the businesses succeed and create jobs by asking “How can I help you succeed?” While it is important to assist businesses to succeed, the City must be cautious in the attempt to promote businesses via the website and should encourage the business owners to join the Davie/Cooper City Chamber. The local business preference is supported by the City and is part of the Bid/RFP packages that are initiated.

- DEVELOP PROACTIVE COMMERCIAL REDEVELOPMENT CODE REVISION APPROACH

The City has not been proactive with regard to Codes and they are now antiquated and do not address current zoning and business need

differences. There are not a lot of new residential or business code changes required; therefore, the focus should be on commercial redevelopment. Utilize the Business Advisory Board and the Planning & Zoning Board to anticipate code change needs.

4. BUDGET

- STAFF DEVELOP BUDGET SCENARIOS THAT INCLUDE STANDARD INFORMATION PLUS

- Maintenance budgeting options
- Impacts of the transition to new benefits for new employees

Hard decisions will need to be made in the future regarding the quality of life services versus cutbacks and the need to raise taxes. The cost of employee benefits is too high. The current policy is to not fill vacated positions but layoffs are not out of the question. The City Manager is reviewing the long term liability regarding pension funds and investigating future benefits for new employees. The lobbyist must be required to present to the Commission pre and post session reports. The City must be proactive by establishing an annual maintenance budget.

- REVIEW LOBBYING STRATEGY

An evaluation of the contract amount paid to Lobbyist Ron Book must be conducted for possible reduction so that the contract is more in line with what other cities are paying. A portion of the budgeted amount may then be provided to allow the City Commission to lobby in Tallahassee.

- RESEARCH NEW REVENUE OPTIONS

Investigate possible new revenue sources such as applying for grants, building pavilions at City parks for rental, and selling naming rights on park benches, etc. Discussion ensued regarding the Legal Budget and the current law firm of Weiss-Serota received support.

- MAINTAIN LONG TERM WATER/WASTE WATER PLAN

The City has a 20-year plan in place. By keeping the rate plan in place, the City can “pay as we go” for infrastructure and utilities.

5. COMMISSION PROTOCOLS

Discussion ensued which addressed the need for all Commission members to observe the protocols in place, whether at a Commission meeting or outside public meetings. Information should be provided to all Commission members, not just to one individual member. Every Commission member should be apprised of issues that affect the City, i.e., BSO, Charter Schools, or Budget. If the issue is discussed at a Commission meeting and the majority disagrees with going forward, then future discussion of the issue should be disallowed. Commission members should make an effort to discuss agenda items with staff prior to the meetings. Staff should work to resolve problems/concerns regarding land development issues prior to submission to the Commission.

- **INITIATE MANAGEMENT PLANNING MEETINGS**

It is especially important to fully understand the big issues and the implementation of workshops to discuss these issues will assist in being prepared to make decisions on the dais.

- **COMMISSION MEMBERS EXPAND THE USE OF THE AGENDA FORM**

- Provide more background information

Agenda Items must be presented to the City Clerk via the Agenda Item Request Form on Tuesday, two weeks prior to the next Commission meeting. In addition, the person placing the item on the agenda should also attach as much backup material as necessary to give all members of the Commission an opportunity to thoroughly review the topic.

- **CITY ATTORNEY AND BSO TO DEVELOP PROCESS GUIDELINES FOR DISRUPTIVE SPEAKERS**

An important issue at Commission meetings is the practice of decorum, both for the audience and on the dais. In order for the meetings to be conducted professionally and without unnecessary disruption, a protocol for removing disruptive speakers has been put in place. The Commission agreed to the protocol which gives the Mayor the authority to ask for the removal of an audience member who shows disrespect to a Commission member, fellow audience member or staff with the Commission's support. Prior to removal, the Mayor

may call a vote without any discussion. Upon a majority agreement, the disruptive speaker may be removed from the meeting.

6. STAFF INPUT

Staff offered support and appreciation for the Commission's collaborative efforts during the retreat/workshop. It was suggested that agenda items be discussed with the City Manager and appropriate staff before the meeting to facilitate a more efficient and professional approach to voting on issues. It is very important to be well informed before the meeting on land development issues and to use caution during quasi judicial hearings. Being prepared beforehand will limit the need for time-consuming discussions on the dais. It is important to refer residents who have questions, including during the Commission meeting, to the City Manager so that he can direct the appropriate staff to investigate the problem or issue and respond to the resident's concern.