

City of Miami Beach - City Commission Retreat
South Beach Marriott Hotel
1601 Ocean Drive, Ocean Boardroom
Saturday, May 22, 2004
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Mayor David Dermer	Present
Vice-Mayor Saul Gross	Present
Commissioner Matti Herrera Bower	Present
Commissioner Simon Cruz	Present
Commissioner Luis R. Garcia, Jr.	Absent
Commissioner Jose Smith	Present
Commissioner Richard L. Steinberg	Present
City Manager Jorge M. Gonzalez	Present
City Clerk Robert E. Parcher	Present

Rick Jensen, Ph. D. and founder of the Performance Enhancement Center was the facilitator.

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

Rick Jensen gave an overview of the responsibilities of the different roles within the organization:

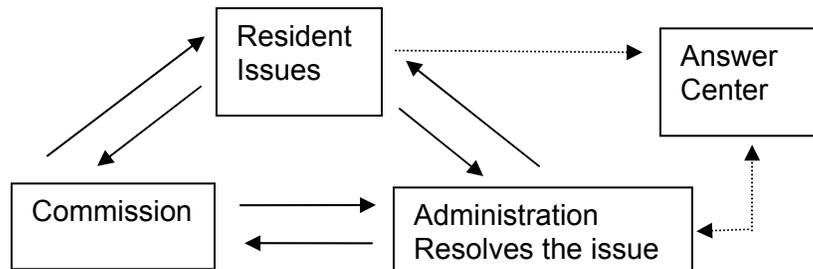
City Commission (establish policy and direction);

Executive Team (City Manager and ACM: to ensure that the policies and direction are being executed);

Leadership Team and Supervising team (Department directors and supervisory staff: to manage and execute the tasks necessary to ensure that the policies and directions are met).

Resident Communications:

There was a discussion regarding communications between the residents, Administration, and staff. Resident issues can be directed to the Mayor, City Commissioners, or the Administration. It was emphasized that the Commission needs to be kept informed and have up-to-date information. It is better to have more information than less. The communications between the Administration and the Mayor and Commissioners is done primarily via telephone and/or Letter-to-Commission (LTC). The new LTC process of emailing the LTC's to the Mayor and Commissioners and also hand-delivering a paper copy is working.



Jorge Gonzalez, City Manager, stated that he is working on acquiring the right resource to begin tracking City Commission requests, ensure the request is routed to the proper department for handling, all follow-up actions are completed, and information is properly communicated.

Commissioner Smith asked if it was appropriate for the Commission to request information from assistant city managers and department directors.

Jorge Gonzalez, City Manager, stated that he has no problem with the Commission contacting the assistant city managers and department directors for information. He also stated that on occasions the same issue(s) are being sent by more than one commission aide which can create problems. He advised the Commission that they should not contact Human Resources because this could create a perception problem.

Commissioner Steinberg stated that Information Technology has installed an Issue Tracking (complaint management) software program on his computer and could be used Citywide.

Jorge Gonzalez, City Manager, indicated that issue tracking or complaint management is the task of the Answer Center (604-CITY). The Administration will provide an overview and information on the Answer Center via an LTC to ensure that the system is performing the functions needed. **Vivian Guzman to handle.** He also stated that issues do not necessarily need to be placed on a City Commission Agenda. Questions can be addressed to the Administration either orally or in writing and a response will be given to the entire Commission via an LTC.

Commissioner Steinberg stated that when forwarding issues to the City Manager that the Mayor or Commissioner assign a priority to the request. He indicated that all issues are not high priority issues.

Rick Jensen reviewed the following model:

1. Commissioners' strategic Insights
2. Context/Financial Landscape (Environmental scan)
3. Customer Input (Citizens survey and business survey)
4. Benchmarking (Comparison against other similar Cities)
5. Establish Vision
6. Set Priorities
7. Strategic Direction (What needs to get accomplished within each priority)
8. Create KIO's

Aligning your Critical Plan

1. Strategic Plan
2. Business Plan
3. Annual Budget and CIP plan
4. Quarter Performance Reports
5. Individual Work Plans

Vice-Mayor Gross stated that it is extremely important to be realistic when presenting task/project timeframes. Don't tell someone that it will take a shorter amount of time when it is known that it will take longer. He also stated that his three (3) main issues are over-development, traffic/transportation/concurrency, and Noise.

Commissioner Smith added affordable housing as an issue.

There was discussion about what are the residents and businesses priorities and concerns. It was agreed that a resident and business survey be prepared by a professional and before the survey is distributed that it be reviewed by the City Commission. **Jorge Gonzalez to handle.**

Jorge Gonzalez, City Manager, stated that the Parks Programs Blue-Ribbon Citizen's Committee was highly effective and similar Committees, staffed with the right people, could also be effective.

Rick Jensen asked the Commission to narrow down the priorities to three main issues.

Commissioner Steinberg: Police, Fire, and traffic.

Vice-Mayor Gross: CIP, over-development/concurrency, and Historic Preservation.

Mayor Dermer: Police, Fire, and Sanitation.

Commissioner Cruz: Union negotiation, traffic, and sanitation and cleanliness.

Commissioner Smith: CIP, Police, North Beach strategic plan.

Commission Bower: Parks and Recreation, Historic Preservation, and CIP.

Jorge Gonzalez, City Manager, stated that it is extremely important to maintain the City's economic stability both now and into the future. He stated that it is important that the Administration analyze what is considered to be some of the most important issues to be addressed:

1. Establishing strategic priorities
2. Pension reform
3. Retiree benefits
4. Health benefits
5. On-going maintenance of City property and buildings
6. Controlling over-development
Planning does not have enough planners. Add planners. **Jorge Gomez to handle.**
7. Traffic
Comments:
Left turn lane Dade Blvd and Alton Road
Address congestion issues
Review traffic signalization
Redirect resources toward proactive planning for traffic management/concurrency.
Planning does not have enough planners. Add planners **Jorge Gomez to handle.**
Bob Williams an excellent contact at Miami-Dade County Transportation
8. Historic Preservation
9. Education
10. Sanitation
Comments:
How efficient is the sanitation workforce
Better benchmarks to determine funding budget.
More problems with commercial versus residential services
First pickup of the day is good. The second pickup of the day is a problem

Jorge Gonzalez, City Manager, stated that he estimates that up to \$2 million needs to be added to the budget.

Commission Smith asked when the renewal for the franchise haulers is due and can their fees be increased? **Fred Beckmann to handle.**
11. Parks and Recreation
12. CIP
13. Green space management
Comments:
Hire an arborist
14. Addressing Quality of Life Issues (Noise, under age drinking, sanitation, and drugs)
Comments:
There was discussion on spending more money on enforcement rather than sanitation
Have Police do a DUI checkpoint on MacArthur Causeway
Approve the three-strikes-your-out ordinance

There was discussion on how to fund some of the important issues.

Mayor Dermer recommended reducing the contribution to the Greater Miami Convention & Visitors Bureau.

Commissioner Smith and several others recommended removing the Greater Miami Convention & Visitors Bureau incentive formula which this year generated approximately \$800,000.

Vice-Mayor Gross stated that the Convention Center is losing money and recommended better marketing.

There was discussion regarding increasing the Resort Tax on beds by a penny. This would raise another \$4-\$5 million dollars a year. It was noted that this has to be thought through carefully.

There was discussion regarding the possibility of having a 2 am license fee and a 5 am license fee.

There was discussion regarding a Code of Conduct at Commission Meetings and the Administration to draft for Commission review. It was determined that the Commission will review the samples in the materials and get back with the City Manager.

Jorge Gonzalez, City Manager, summarized the directions:

1. Prepare a resident and business survey.
2. The Commission will review the sample Code of Conduct materials and get back with the City Manager.
3. Planning as it relates to concurrency, traffic, and over-development, add a planner position.
4. Better enforcement of laws.
5. Reducing the contribution to the Greater Miami Convention & Visitors Bureau and removing the incentive formula which would generate approximately \$800,000.

Jorge Gonzalez, City Manager, reviewed the list of City profiles and benchmark cities. The cities include Atlanta, Atlantic City, Daytona Beach, Fort Lauderdale, Honolulu, Key West, New Orleans, San Antonio, San Diego, San Francisco, Savannah, Tampa, Virginia Beach, and Washington DC.

It was agreed that this was a very productive session and that a strategic planning session(s) should be done at least once a year either at the end of a year or early into the new year. The citizen/business surveys should be included as part of the meeting materials.

Meeting adjourned at 5:20 p.m.

Handout or Reference Material

1. DiSC Classic, Personal Profile System 2800.
2. Materials titled City of Miami Beach, Commission Retreat, May 8, 2004.
3. Notice of the Meeting in The Miami Herald

End of Regular Agenda