



## MINUTES OF THE CITY OF MIRAMAR ANNUAL VISIONING SESSION

**April 16, 2005**

**9:55 A.M.**

The annual Visioning Session of the City of Miramar was called to order by Mayor Lori C. Moseley at 9:55 a.m. at the Sunset Lakes Community Center, 2801 Southwest 186<sup>th</sup> Avenue, Miramar, Florida.

The following members of the City Commission were present:

Mayor Lori C. Moseley  
Vice Mayor Winston F. Barnes  
Commissioner Marjorie J. Conlan  
Commissioner Fitzroy D. Salesman  
Commissioner Troy Samuels

City Manager Robert Payton remarked the purpose of the visioning session was to examine the issues concerned and ensure everyone was on the same page and, at the end of the day, plot a course for the ensuing fiscal year. He commented his presentation included items resulting from his individual meetings with members of the dais. These items included: the capital projects and the procurement of financing for them. It was said the City needed to borrow between \$95 million and \$100 million and a decision had to be made regarding this financing; the City's budget discussions, as concerns appeared to focus on the overall budget; issues in the communications arena, such as dissemination of annual reports, the City's television and radio stations and programming; the Charter review, where he suggested each section of the Charter be examined by the Commission and staff for specific suggestions rather than appointing a board to do an open-ended review; the latter avenue might dilute the process.

Staff Mr. Hector Vasquez reviewed the City's Visioning statement: Miramar, the premier city to live, work and prosper in the U.S.A. The vision: to advance the quality of life of all residents and businesses by providing exemplary service.

City Manager Payton indicated within the previous year the Commission and staff had undertaken the Vision's fulfillment and it was important for City government to remain on the same page.

Mr. Vasquez further discussed the City's vision for the year 2025. The City was anticipated to be: a vibrant city of 150,000 residents living in a broad range of housing types. It is aesthetically superior, featuring attractive Mediterranean architecture, outdoor cafes, tree-lined streets and lush landscaping. Over 20 million square feet of premium business space, supporting high-quality targeted industries that employ 30,000 highly-skilled workers. A full range of recreational and sporting facilities. A vibrant 800-seat regional cultural arts center, and over 600 acres of parks, open space and environmentally preserved lands. He went on to expound the Commission's mission: we value the dignity and worth of our citizens and, to this end, we pledge to continuously improve the quality of life and economic prosperity of our residents by ensuring all of our citizens a clean, safe, economically viable and progressive city that is responsive to our changing needs.

City Manager Payton invited the Commission to examine the Vision statement and supply changes if needed.

Vice Mayor Barnes suggested the Vision contain something regarding the environment.

Mayor Moseley wondered if the "quality of life" statement covered the environment.

City Manager Payton recommended the wording "aesthetically superior, environmentally sustainable" be included, and a consensus was received from the dais on the adjusted wording.

- Staff would adjust the Vision statement to include the words "aesthetically superior, environmentally sustainable."

City Manager Payton went on to discuss Miramar's being a linear city and the desire to have the historical portion and the newer portion of the City united by the Town Center. It was important to not just build things: infrastructure, houses, parks, etc., but to have in place programming to enable the community to feel a part of its government. For example, the Charter Review: did residents have access to it; was it working well as is or did it need to be altered; how accessible were the City's meetings and staff to the public; were marketing materials reaching the residents to explain how and why government dollars were being spent; and did residents know most of their taxes went to entities other than the City? These were the many questions to be considered. He noted, on the economic level, bringing businesses into the City was vital to the economic viability of the City. It might mean more cars on the roads, but this was good for continuity in the community. Mr. Payton went over the projects lists, stating some fell under the category of "pay as you go" that came out of the annual operating budget from various funds.

Commissioner Salesman commented he had serious issues with borrowing funds to the tune of \$95 million to \$100 million while, at the same time, reducing taxes and the fire service fee. This made no business sense and was a ludicrous argument. Political pressure would get the City nowhere and leaders had to have a backbone and do what was right. East Miramar could not be left to sit any longer. Under a pay as you go, it meant the completion of a project was based on projections that might not materialize.

City Manager Payton questioned whether or not the Commission preferred to categorize the projects they wished to see completed or eliminated and, when the business plan came up for discussion, the funding could be addressed at that time, as this was the point at which staff would need policy direction. He pointed out the Commission had previously established a policy of acquiring money, a debt policy, whereby it would be no more than a certain percentage over the City's operating cost. For instance, the new library would cost the City \$7.5 million, which would bring in BCC and Nova. Staff considered, perhaps, these two educational institutions should foot the bill, but the decision was made the expense was the best thing to do for the residents provide access to undergraduate colleges at the City's center.

Mayor Moseley, hearing no objections from the dais on the planned projects, thought these aspects could be considered later when discussions on timing and financing arose. Members of the dais had canvassed the community already informing them of the City's various intentions.

City Manager Payton said in formulating the City's vision, the end result was examined, the goals to be achieved and the purpose they would serve. After settling on the goals and purpose, the method of achievement was worked out. He next looked at the business plan in progress of the previous year. The issues included: control over labor-related costs, collective bargaining and negotiations. He believed the City could have done more in this area. He had to do a better job in lowering these costs and compel the Commission to do a better job in subsequent years. It made it difficult to balance the books, particularly when considering the police and fire departments were in the 88 percentile of the County. He stated there was a need to hold the line on due pension costs. Much of the problem in this area was due to the benefits paid out in the past exacerbated by a market that was not recuperating fast enough. He touched on other areas of the business plan that were either completed or in progress, such as: the institution of the fire service fee; reduction of non-recurring revenues; approval of the projects list; seeking additional funding sources, communication plan infrastructure in progress; programming for the radio and television stations. Mr. Payton covered the action needed, including: approval of the project list; approval to proceed with the revenue bond; etc. He explained there was a need to do a scientific study to determine if residents and consumers in the City were

aware and satisfied with the path of action chosen by City government. He suggested a formal package be established and supplied with the granting of a certificate of occupancy (CO) to give new residents necessary information about living in the City of Miramar.

Mayor Moseley remarked the welcoming committee previously discussed would satisfy dissemination of such information to new residents to a large degree. She continued to hear over the years the City's millage rate was too high, and staff had endeavored to reduce it. She opined the public might not realize such an effort was being made and wished to continue on a business plan that continued to work towards reducing the millage rate, doing whatever needed to be done to reduce it. She expressed annoyance whenever she read in the newspaper Miramar had one of the higher millage rates. She understood other cities had different fees, etc., but the public cared little for such details. The same discontent was also expressed by residents on the fire service fee, which she hoped there might be a way to reduce but, at the very least, a sunset clause should be established. This had nothing to do with pandering to the public, as it was her job to listen to the public and react to those expressions in a responsible fashion. Mayor Moseley felt the residents were owed a vision and plan they agreed with, but they were also owed a community where City government did its best and was financially responsible to the needs of the community.

Commissioner Conlan concurred, stating she received emails daily from residents who felt they were "stuck" in the City of Miramar: they were stuck in the City because they were unable to sell their house and move. This phrase caused her much concern as she did not wish residents to feel stuck in the City, but wished them to enjoy living in Miramar. She felt embarrassment when she visited such communities as Sunset Lakes and was informed by residents of the amount they paid in taxes, which made her reluctant to state what she paid on her own home, as there was a large discrepancy. She tried to explain to residents not all their taxes were by the City and help them to realize the City received only a small percentage of those taxes. But the general discontent with the taxes, the blasting, etc. seemed to be leading many residents in the west of the city to feel very frustrated. She too acknowledged the displeasure of the residents with the fire service fee, but commented it was necessary for now. She had always been a strong advocate of the sunsetting the fire service fee, but she felt at times the bond issue might have been better, as residents could clearly see its end. Residents believed, with the fire service fee, it would never cease, and would increase every year. Like the millage rate, she hoped to see the fire service fee reduced and, over time, disappear. Commissioner Conlan remarked with the current business plan and with Mr. Payton and his staff's diligence, these goals could be accomplished. Overall, she felt the business plan was working, but it was important to be diligent and City government to listen to the residents and their concerns.

Commissioner Salesman commented the amount of money raised from the ad valorem tax in the previous year was \$29 million. The police department alone had a budget of \$23 million, and the fire department had a budget of \$19 million. This clearly showed ad valorem taxes collect were unable to cover the costs for the City's fire and police. He pointed out to now say there were Capital Improvement Projects (CIP) needing \$100 million of funding, while seeking ways to reduce the fire service fee and the millage rate was just bad business practices. The money gained from the fire service fee and taxes had no interest requirements. It would be better to delay the tax and fee reductions for at least two years and get the City's financing in order and borrow less.

Commissioner Samuels did not believe it ludicrous to reduce the millage rate, rather, it was a smart thing to do. Property values had increased by 18.7 percent in the previous year but this did not mean the budget had to be increased. He felt it was important to show the residents their concerns were being heeded, and the City did not wish to out price its residents, a sentiment expressed by many residents he spoke with. Residents felt it was becoming too expensive to live in Miramar as opposed to, Pembroke Pines, for example, and this, to him, was ludicrous. A business program that consistently reduced the millage rate showed the residents the Commission was listening to them. During his recent campaign, he repeatedly heard, particularly from residents in the eastern portion of the City, how adversely the fire service fee had affected their lives. And if the Commission ignored these discontents it would be like a slap in the face to the residents. He was in favor of sunseting as he was unsure whether or not it was viable to reduce the fee. With the information he now had, he realized the fee could either be reduced or eliminated. He acknowledged this would mean tightening the City's belt and delaying some projects.

Vice Mayor Barnes thought one of the things the City needed to come to terms with was regarding property taxes paid by the citizens of Miramar. It was the responsibility of the City to disseminate the information to all residents that it was not solely the City's decision on how much was paid in taxes. He believed there was an ongoing, serious problem of translating such information to the residents. When newspapers carried one-sided information, there was no rebuttal from the City in any media forum. The communication access channels available to the City was being continuously wasted and there had been some changes that had made it worse. He was convinced improper communication was the key to the problem. It should not take a political campaign to inform residents the bulk of the property taxes they paid did not go to the City of Miramar. He suggested some kind of rationalization be established for the cable channel and the radio station to be a two-way communication to allow residents to express their concerns. It would also allow the City to counteract irresponsibly reported information about the City by the media. No action on the City's part could be authenticated unless residents understood the purpose of such actions.

Commissioner Salesman affirmed the need for proper communication, but stated such information would never be absorbed by the residents if only a portion of the issue was focused on. It was one thing to cut back or delay projects, but there were costs that went with such action as well, even the minimal annual four percent increase in construction. This would be a significant cost for projects that cost millions of dollars. It was important not to play into the political game of cutting back taxes and fees to please the residents, forcing the City to go out to borrow large amounts of funds to fill the financial void or delay projects.

City Manager Payton responded, at first glance, it did not appear to make good business sense at all, and staff would prefer for the fees and taxes to stay as is for at least another two years. However, he asked if the Commission wished to challenge staff to find other ways to secure funds through reductions in other costs, which he felt able to do in some areas of the budget. For example: consolidation of employee positions; over payment of employees for job tasks due to length of employment.

The Commission concurred this was an expected challenge.

City Manager Payton pointed out reductions in the millage rate and fire service fee did not mean it would happen in a void, as they would be offset in other consolidations: the pension costs, the attrition plan, and outsourcing.

Commissioner Salesman agreed such consolidations could offset revenue lost from tax and fee reductions, but it did not address east Miramar's need for new drainage infrastructure and the project being placed under "pay as you go."

City Manager Payton noted the drainage infrastructure in east Miramar had to be completed. He invited the Commission to first listen to how this and other projects were to be funded, based on staff's recommendations, and then communicate whether or not they were comfortable with staff's suggestions.

Mayor Moseley commented the "mom and pop" businesses were being shut out by the burden of the police and fire impact fees; she received such calls daily.

City Manager Payton reviewed the necessity for the fire service fee and the millage tax. When a residential dollar came in, the City had to spend \$1.50 on average. He reviewed other residential costs to the City in terms of condominiums, town houses, single family, etc. The City needed to increase its commercial and industrial uses, bringing in hotels, restaurants and other businesses. As the commercial percentage increased and the residential decreased, the millage rate could be reduced slowly. He stated the fire service fee had to be reduced by 50 percent, which was due to the City's mistake. This would represent about a \$1 million reduction.

Mayor Moseley affirmed it was necessary to increase the commercial percentage in order to reduce the police and fire impact fees, which currently made it difficult or impossible for small businesses to come into Miramar, and they represented the higher percentage of the nation's businesses. She would prefer to see the taxable value of properties improved, as well as reductions in the fire and police impact fees. It was important to communicate to residents the City had a plan for the future. She wanted the Commission and staff to come together to actively set a goal on the percentage of commercial/industrial for the City, and to pursue businesses. She believed incredible things had been accomplished by the City in the last ten years and the City government could achieve its goal by being proactive rather than waiting for the businesses to be brought to them.

Commissioner Salesman acknowledged the negative impact of the fire and police impact fee on the commercial segment of the City and, as such, the need to reduce it. However, this was a different matter from the fire service fee and the millage rate.

Commissioner Samuels opined the percentages presented by staff would not continue to make Miramar a thriving, viable, operating city. It was essential to bring down the residential percentage, and the only way to do this was to increase the commercial/industrial percentage. The incentives appeared to him to be a reduction of the impact fees. This would make the City a more affable place for small businesses to thrive. At present, these businesses were being hit with both the fire assessment fees and the impact fess.

City Manager Payton said it was not just a matter of business attraction but of business retention. In the next five years, the City might find itself as the leader in vacant office/industrial space rather than one of the lower percentages of vacant office/industrial space as was the case presently. This could lead to a stigma that something was wrong in Miramar.

Mayor Moseley reminded everyone part of the Mission Statement was, "... viable for business and community ...". Discussions about reductions in the impact fees, followed suit with reductions in the millage rate and the fire service fee. A community in which the City's residents could not afford to live, while endeavoring to try to increase the commercial/industrial percentages, would strangle the residents if the taxes and fees were not reduced. She believed equal attention had to be paid to both residents and businesses, and a cohesive plan formulated for success while actively seeking to improve the tax base.

Commissioner Salesman said it was all based on an assumption of results. He was simply requesting reductions be delayed for two years to allow the City to borrow less.

Mayor Moseley commented Miramar was a 50-year-old city who, for many years, was afraid to go forward and remained stalled. The current Commission was trying not to stall and to take responsible actions, correcting and adjusting where needed while continuing to move forward.

Vice Mayor Barnes noted, aside from the rhetoric “evolution not revolution”, it was important not to become revolting when deciding to make dramatic changes in the plans for the City. There needed to be a critical balance between what City government planned to accomplish and what the residents desired. Were there projects and plans cosmetic or aesthetic, or were the projects essentially and factually in the interest of the residents. He believed a time might be close at hand where it could be said a particular project should be set aside, as residents were not clamoring for it, even if it were aesthetically good for the City. It was possible the thinking process should be along those lines.

Mayor Moseley asked for an example of such a project.

Vice Mayor Barnes meant no particular project but thought adequate consideration of the residents’ priorities for the projects could be lacking.

City Manager Payton suggested a detailed examination of each project.

Vice Mayor Barnes questioned if the City needed a Cultural/Arts Center.

The rest of the dais concurred the City did.

Vice Mayor Barnes queried why.

Mayor Moseley responded it was a part of the vision for the City to make it a well rounded community.

Vice Mayor Barnes asked if this was a vision driven by the residents.

Mayor Moseley thought it was.

Commissioner Samuels inquired if the community would be viable without the Cultural/Arts Center.

Mayor Moseley did not feel it would be.

Vice Mayor Barnes again questioned if the Commission and staff were responding to the sentiments of the community or was the decision being made for the residents. From henceforth, such needs should be specifically brought forward by the residents. He acknowledged setting the vision for the City was part of the Commission’s job as leaders in the community. But he wished to see

a system by which projects were based on needs advocated by residents. He hoped he was not asking for too much. No elected official should impose their beliefs or desires on the residents. He was convinced there was a need for a Cultural/Arts Center. But was the City convinced this was the view of the majority of the residents.

Mayor Moseley replied, since 1997, City staff went out to the community with a blank slate and canvassed residents' needs and outlined how the City would move forward. It was from these voiced needs most of the current projects and visions were spawned, and these had been continuously tweaked over the years by listening to the residents. She agreed the Commission and staff needed to be visionaries for the community while remaining receptive its concerns.

Vice Mayor Barnes believed the process could be enhanced.

Commissioner Samuels noted being a leader meant providing direction. He had no desire to impose anything on the residents, but as leaders in the community, there were times some imposition would be committed to facilitate the quality of life residents expressed the desire for without knowing how that need was to be accomplished.

*(Transcriber's note: due to the rapid rate of speech and low volume of this speaker, some of the presentation was inaudible.)*

Staff Robert Bell (?) reviewed projects completed in the recent year and went on to discuss the plans and infrastructure installation for future projects such as the Cultural/Arts Center and the library. He discussed the grants given by the County for the two projects, where they were to be sited on the City's property surrounding the City Hall, and who was responsible for the design and execution of the projects. Construction was anticipated for the library in 2006 and completed in 2007, and lease agreements were commencing with Nova Southeastern University and Broward Community College. He intimated the Regional Multi Service Center, to be sited at the old City Hall at 6700 Miramar Parkway had completed its design phase and the construction and services contracts were awarded in January 2005. Completion was anticipated for the summer of 2007. He said the proposed facility would be a 22,000 square foot Senior Center/Social Service Center, a three-bay 12,000 square foot fire station to replace Fire Station 19, 1,000 square foot governmental services, 125,000 square feet of primary health care run by Memorial Health Care, and a multi local transit facility. Mr. Bell went on to detail the progress of the PAL facility at the Shirley Branca park. This was expected to be a 21,500 square foot facility with a gymnasium, indoor basketball court, weight room, tennis courts, administrative offices, etc. He remarked the Sunset Lakes Community Center was opened in August 2003, and it was currently being enhanced with the installation of two football/soccer fields and lighting, with expected completion in May 2005. The

grand opening of Fire Station 100 was May 19<sup>th</sup>, 2004, and other construction of a police substation was in progress, estimated to be finished in September of 2005. He discussed the police station and fire station west of Douglas Road on Miramar Parkway. Contracts for design and services were approved and executed in 2004 for a new two-story, 28,000 square addition to the existing police and fire stations. Completion was anticipated in April 2007. He mentioned Fire Station 7 to replace the existing Fire Station 70 would be on the same tract of land on Miramar Parkway. It was to be a four-bay facility similar to Fire Station 100. Its site plan was approved in April 2005 and the architectural design was being revised with the hope the station would be finished in summer 2006. Fire Station 87 would replace Fire Station 84, located on the north side of Miramar Parkway and would be a four-bay station on a 2.5-acre property. Its architectural design was approved in November 2004, and completion was anticipated in August 2006. Mr. Bell pointed out administrative accommodations would be built to the rear of the existing fire/police station site just west of Douglas Road on Miramar Parkway where trailers now existed. The facility would be a 10,000 square foot, two-story addition. The existing bay would be renovated for air-conditioned storage on the ground floor and additional offices would be placed where the bunk rooms now were. He discussed the ongoing issue of the Pembroke Road flyover. The City Commission already agreed to split the cost three ways between the City of Pembroke Pines and Broward County, contributing a total \$900,000 to be paid out at \$180,000 yearly starting in the first 90 days after construction began. He said the widening of Flamingo Road from two to four lanes was currently underway and should be finished March of 2006. Regarding road construction on Southwest 196<sup>th</sup> Avenue, the City received a missing piece of the right of way from the South Florida Water Management District. Staff anticipated design would begin in the 2006. He mentioned Bass Creek Road and the various features of that project. For the Miramar Regional Park, there was a contract for the site's building and construction of Phase I, which was expected to end in the Middle of June 2005. The design of Phase II had already begun and construction should be underway in October 2005 and completed a year from that date.

Staff Mr. Lowell Borges expounded on the parks and recreation projects. Ansin Park was under contract for its design and development, and the anticipate amenities included a 15,000 square foot recreation center, a state of the art track and field, a football/soccer field, a cricket practice area and an inclusive playground for which the City had recently received a \$128,000 grant. This facility was ADA approved and was made accessible through a series of ramps allowing children to interact with others and access all areas of the playground. He commented Bluegrass Lakes was in the design phase and there was a need to accommodate four to six baseball fields. The park would have other amenities such as a dock, park benches, parking, concessions, restrooms and open play areas. But the main goal was the baseball fields. The Monarch Lakes Park contained a half moon lake and bordered Flamingo States Park. Staff wished to

connect the two parks with a series of trails and, as there were no restrooms, a small recreational center with restrooms would be installed along with fitness trails along the lake. Mr. Borges next talked about Country Lakes Park, which had a total acreage of 33 acres. Currently, the site was slated for a small recreation center, athletic fields, playgrounds, restroom facilities and parking. He discussed the Civic Center Park Expansion and the Miramar Athletic Park Expansion. The City recently received a \$475,000 grant from Broward County to purchase the property for the Civic Center Park Expansion and the park would connect to the Miramar Civic Center and Aquatic Complex. The entire area, which was surrounded by other civic properties: two schools, two or three other parks and the new PAL facility, would take on the look of an academic/athletic type campus.

City Manager Payton reviewed the operating costs for each project, which was aside from their construction costs. Most of the projects were already in progress and, therefore, could not be stopped. However, they could be delayed or staggered to spread the expense to complete them over a longer time. He invited Don Waldron to explore the quality of life of the neighborhood and regional parks, as far as the County paying for the capital expenditures of the latter and how accessible were the parks to residents.

Staff Don Waldron responded the City would have fallen short of its parkland projections as it related to the four acres per thousand guideline. The regional park became available and was to be located in Miramar, but as it was regional, only ten percent of that acreage could be applied to the City's Comprehensive Plan. However, by the City taking over the park, the largest advantage was the application of 173 acres of parkland to the City's Comprehensive. The City was also given \$15.9 million to develop the regional park. This allowed the possibility of accepting money en lieu of small park acreage from new developments, who had also provided recreational amenities for its residents within the development. He intimated this money could be used to develop the City's existing parks.

City Manager Payton stated the Commission was in a position to direct Mr. Borges to reduce the four acres per thousand rule if it was found to be too expensive; for example: to three acres per thousand residents. This would still put the City within the state guidelines for the Comprehensive Plan. He noted if up to 25 percent of the small acres of land were eliminated in lieu of money and the acreage per 1000 residents were reduced, such consolidation might eventually lead to the removal of the fire service fee.

Mayor Moseley remarked she had no issue with moving the Country Lakes park to 2008 as there was presently a construction challenge regarding the middle school. She felt comfortable with such a delay with the presence of the regional park nearby. She mentioned September 2006 was when the entire regional park would be completed, with Phase I slated for June 2005. This might assist the

Community Services Department in working out any kinks that might arise in staff management at a later date.

Mr. Borges revealed staff had considered pushing the Country Lakes project to 2008.

Commissioner Salesman suggested, in reference to Bluegrass Lakes park, rather than putting four baseball fields, a soccer field should be included as the very residents playing baseball would wish to play soccer as soon as baseball season was over.

Mayor Moseley clarified there was a consensus among the dais the Country Lakes park project would be moved to 2008.

- City Manager Payton was directed to delay the completion of the Country Lakes park to 2008.

*(Transcriber's note: owing to this speaker' distance from the microphone, portions of his presentation were inaudible.)*

Staff Mr. Brij Garg mentioned the state of the City's utility and public works was good. He discussed the concerns in this area laid mainly with adequate lighting and landscaping. Miramar's vision was to keep the City's streets lushly landscaped. He mentioned the need to modernize drainage in the City, and the completion of various phases of infrastructure improvements. The Wastewater Flow project was completed and had brought some flows from the eastern portion of the City to the west at the wastewater management plant there. He intimated one way staff discovered it could curtail costs was to bring the flow from the east to the west, reducing the cost of operation for the plant rather than having the City of Hollywood handle the job. He noted the design for the eastern Miramar infrastructure improvements was complete and the City was now in the bidding stage for contracting for the projects' execution.

Staff Gus Zambrano explained the eastern Miramar infrastructure improvements was to provide a navigation system for both residents, businesses and visitors to the City. It was also to improve aesthetics and establish a sense of place, identity and image. Staff expected this project to revitalize Miramar's historic business district, and it was located at the gateway of the City, from State Road 7 to Southwest 64<sup>th</sup> Avenue. It would mean taking a business district currently having little or no landscaping, sidewalks or other pedestrian amenities, and providing infrastructure and aesthetic enhancements in order to bring people into this area of Miramar. He indicated staff was now holding discussions with business owners as the improvement projects were very much a partnership. Individual discussions centered on proposed improvements, with the overall plan and aim requiring a consensus of minds for this area.

Mayor Moseley informed everyone she had committed City to hold dialog with the City of Pembroke Pines concerning the flyover at Pembroke Road over I-75, and she intended to honor that commitment. She had communicated to them the City already agreed to contribute funds for the flyover, but the City of Pembroke Pines, for their own reasons, preferred to see an interchange. She felt this stance to be a philosophical difference, but this was to be the topic of discussion. She opined Pines Blvd. and Miramar Parkway should be the only through roads for traffic other than local traffic, and Pembroke Road and Bass Creek Road should be the only flyovers to afford residents the opportunity of alternative routes with less traffic. Further, adding the extra lanes on Miramar Parkway to provide better access to I-75 would enhance the road's functionality. Mayor Moseley believed the City developed its thoroughfares responsibly.

Commissioner Conlan concurred, stating she was not opposed to sitting with Pembroke Pines and any county organization to discuss the matter, as she had personally committed to the residents of her community not to build an interchange at Pembroke Road, though residents could accept a flyover. And, without scientific substantiation for the necessity of an interchange versus a flyover, she could not support the former. She thought at the inception of the discussions, the Commission had been told due, to traffic safety issues, no two interchanges should be that close together. Now, for whatever reasons, the rationale had changed and an interchange was now being advocated, but she remained unconvinced. She did not see an interchange fitting into the surrounding neighborhood without negatively impacting the community.

Commissioner Samuels supported the flyover for Pembroke Road but not an interchange. He was unaware of any study being done to support an interchange, and he believed recent support for an interchange had something to do with the placement of a new development on Pembroke Road and I-75. He agreed an interchange would have negative impacts on the surrounding schools and neighborhoods, and thought a feasibility study was needed regarding a southbound link to the Florida Turnpike and 172<sup>nd</sup> Avenue to alleviate traffic congestion. He noted the Bass Creek Road improvements could provide a connecting link with Flamingo Road and 184<sup>th</sup> Avenue that could be of benefit for residents of in the surrounding communities, such as Country Club Ranches, enabling parents to take their children to the nearby schools in less traffic.

Mayor Moseley remarked, based on what she was hearing from the dais, there was a need for the City to conduct some minimal studies of its own.

City Manager Payton explained the City of Pembroke Pines had agreed to do a study.

Mayor Moseley asked who was to set the criteria of the study.

City Manager Payton commented the City had some input on the scope of the study, though it would be primarily a Pembroke Pines study, and the consultants would probably supply data to substantiate Pembroke Pines' stance. He confirmed there was no study by the County supporting a flyover versus an interchange. He reminded everyone Commissioner Salesman was the City's MPO representative and he could possibly supply a better perspective.

Mayor Moseley felt if a study was to be done about an interchange versus a flyover, the City needed to be wise about it and investigate other avenues by which turnpike access north could be achieved aside from Red Road. The success of ascertaining this would affect the study in relation to an interchange on Pembroke Road. And to further relieve the east/west traffic stress, it might be fruitful to open dialog about opening Bass Creek Road to Flamingo Road. She was convinced the City needed these other roadway improvements to be included in any study conducted to allow for a full analysis of the situation.

Commissioner Salesman concurred with all prior views expressed regarding the need for a flyover versus an interchange. He pointed out a comprehensive and scientific study had been done. The Florida Department of Transportation (FDOT), the Regional Planning Council and the MPO had met and it was estimated over the next 25 years Broward County would have another million residents. They were now examining ways to reduce the amount of asphalt being laid, and the MPO recently approved an east/west light rail system, which was being looked at favorably by the federal government and the state. He indicated the entire regional transportation plan had been presented to the federal government for funding and was accepted, but whether it would be fully funded was still unknown. His dilemma was he had to view Miramar from different perspectives: as a City Commissioner; and as a member of the MPO charged with a responsibility that would impact the county in the next 15 or 20 years. He questioned whether he should examine the issue from a parochial point of view as a Miramar Commissioner, or as a voting member of the MPO responsible for making transportation decisions that would have countywide economic impacts. Commissioner Salesman believed he had to consider the issues from a regional impact perspective. However, the MPO, the county and the state supported an interchange, and it was up to the City to persuade them to think otherwise.

Commissioner Conlan believed if the study was done, the City could provide evidence supporting a flyover versus an interchange.

Commissioner Salesman sought only to communicate the feedback he received from serving on the MPO, which was to place an interchange at the subject site whether the City wished it or not.

City Manager Payton wished to move the discussion of the flyover vs. interchange to Commission items and finish the presentation before lunch.

Mayor Moseley called for a short break.

### **Recess/Reconvene**

Staff Phil Rosenberg provided illustrations to indicate the essence of workforce planning, such as pension, and reducing redundancy and attrition planning. The single greatest cost element in any public agency would be personnel costs. These included: pension increases, health insurance cost increases, entitlements of government employees private sector employees usually did not have, including property rights to their jobs. And with a fast growing City, there was a traditional assumption the City staff should be increased. In some cases this was true; for example, a childcare program could not be run without minimum staffing, or senior center run without trained staff to meet the needs of the population to be served. He said, however, there was a way to accomplish these goals, and these strategies were being developed through workforce planning. He provided five elements by which these strategies were to be implemented, and they were affected by culture change issues that could not be controlled by the passing of an ordinance. Therefore, staff was seeking avenues that were safe, valuable and universally accepted, recognizing it was essential for the City not to lose key knowledge workers in the absence of succession planning and the building of understudies to take over. He pointed out, at present, half of the federal government civilian workforce, including air traffic controllers, could turn in their retirement papers and leave their jobs. This was not a situation the City could afford to remain unaddressed. It had to be done in a humane, businesslike and consistent fashion that did not result in disruptions, layoffs, lousy morale, etc. Mr. Rosenberg felt the fundamental issue was the need to reduce the concept of entitlements that led to inertia. He indicated if the City could automate, that is, use machines rather than manual labor appropriately, this was a good thing. As such, a key part of human resources (HR) was MIS in achieving this goal. He said using part time people in lieu of full time workers where appropriate was another avenue. Miramar went far above the federal law requirement in paying overtime. He intimated discussions would be conducted with unions and their members, and the outcome of this dialog would be conveyed to the Commission. He noted every process in the City's government was in need of improvement review. This did not mean things were not being done right, as in some areas the best was already being done. But there were other areas, such as customer service improvement, competing with outsourcing options. Another area for improvement was offering an early out program, whereby the City might get to a comfortable and timely place in effecting cost reductions without hurting employees with many years of service. People could not be expected to retire unless they could do so comfortably. He expounded frequent offenders were, for example: not showing up for work on Mondays; thus, how much sick leave was

being used and where was it used mostly should be examined. The goal was not to interrupt any legitimate use of sick leave, but to combat patterns with some type of health education. Mr. Rosenberg stated managers and professionals had, in many cases, property rights, as with a clerk II. Staff intended bringing to the Commission a model that did not take any rights away from current employees, but changed the paradigm when a vacancy occurred and opened doors for people personally choosing to give up certain property rights and entitlements in favor of other compensation. He discussed succession planning, which involved understudies, as well as projecting where in the workforce there might be employees leaving within two or three years. No one would be forced to leave at any specific time, but it was more a case of looking ahead strategically. He mentioned early insurance cost renewals, stating this cost plagued every city and county in the nation. Cities did not get renewal notices with their increases until it was too late to do much about it. He reminded the Commission the new Signa (sp) arrangement contained an agreed upon mandate from July 2004 not to exceed the cost renewal amount. More aggressive Worker's Comp management would be implemented, along with encouraging employees capable of working to return to work. He believed resistance to the necessary changes could be overcome with compassionate management and education, the goal being to turn all these improvements into real numbers. He thought it possible to reduce costs by at least \$1 million over the next two fiscal years, and one way to accomplish this was for staff to accept the challenge to make necessary changes and reduce costs.

Commissioner Conlan believed in caution when automation was being advocated in lieu of manual labor. This reminded her of complaints she received from residents about being unable to connect to a live person when calling the City. It was important not to become too automated and remove that personal element, as the business of City government was a service oriented one.

City Manager Payton agreed.

Mr. Rosenberg stated Chief Standley had taken the initiative and was helping to create a focus group that examined what got in the way of good customer service, establishing that speaking to a live person was one solution. He felt the City should be: Miramar, a place of human beings helping others. A plan would be presented to the City Manager which would include service level guarantees for residents, whether they be to provide information or an on-site visit. He explained a program labeled Sunsational Service would be adopted. It had been initiated by Broward County and was being used by the hotel industry, airport attendants and cab drivers. This program would be implemented by nine City employees who were trained as trainers.

City Manager Payton remarked it was important to have employees who enjoyed interacting with others in customer service positions.

Commissioner Conlan expressed concern with advocating of part time employment versus full time employment. She hoped when criteria were being established, there would be no categorizing part time employees as those who worked an hour less than the hours required for fulltime employment.

Commissioner Salesman concurred, stating if someone had been working with the City for two or three years in a part time position and had not been offered a fulltime position, there was a problem. In such a case, it was either there was not reason for the position or the person was being held back in the part time position to save money, which was inhumane.

Commissioner Conlan agreed, stating if the part time position was held just to save money, this should not be done.

City Manager Payton said the plan would be to move part time employees working over 30 hours a week into the fulltime ranks. However there were two aspects to the issue: the human aspect and the business aspect.

Commissioner Salesman commented the City's departments were already suffering seriously with whittling away at the human aspect, and employees should not be frustrated with working hours just under fulltime and deprived of the benefits had by someone working one hour more than they were. Employees had families to support and got sick at times, and it was grossly unfair to subject them to such treatment.

Mayor Moseley acknowledged there were positions that were truly part time and needed to remain as such. She wished to clarify the City did have positions that were solely part time requiring 25 hours or less per week. It was when the work hours approached full time hours the Commission took issue. She went on to state while in Tallahassee the previous week, a bill was proposed concerning police and fire employees who wished to be placed in a separate Worker's Compensation bracket than other employees. This was a development the City needed to be cognizant of, as the League of Cities was against this suggestion as was the League of Counties. She noted this was a development that could have financial ramifications for the City.

City Manager Payton wished to clarify all the projects discussed were intact.

Mayor Moseley, on behalf of the dais, answered they were.

Commissioner Salesman suggested before reducing fees and taxes, the bill referred to by Mayor Moseley should be further investigated if the belief was it could have major financial ramifications for the City. This was just one aspect

over which the City had no control that could affect costs, so it was important to be cautious with implementing certain reductions.

City Manager Payton pointed out few cities created five or ten year plans. The City of Miramar did because it was a smart thing to do. He sat as the Broward County City Manager President and was continuously questioned by other city managers as to why Miramar continued to work from a five-year plan. When bills were passed that financially impacted the City, it was up to staff to absorb those changes and adjust the budget accordingly. With a vision, one had to look years ahead and establish a business plan. For example, when new businesses met with staff or the Commission, it was simply a matter of informing them of the City's vision and business plan so they could streamline their business to be compatibility with the vision and plan. A vision presented a united front to those coming into the City to do business and he encouraged the Commission to challenge the City's staff to improve all areas of City government.

Staff Robert Bell stated the City was in the best financial shape it had ever been in. The General Fund balance for 2004 was over \$14 million, which included a \$2.5 million reserve for debt service and almost \$11 million for undesignated fund balance. Mr. Payton's goal was to have at least 12 percent undesignated fund balance and the figure represented 15 percent. However, he pointed out there were some major financial challenges ahead. One was getting the bond issue done as soon as possible so as to lock in the rates and move forward to combat the rising costs of construction. He noted it was important to show the budget could be balanced for the next seven years. There would be additional debt service cost from the bond issue, costs from the new services to be provided, such as the regional park and the Cultural/Arts Center, and these costs had to be absorbed. He mentioned there were also escalating costs the City paid regularly. The strategic financial planning group was meeting with the City's financial advisor in order to put together all the information for the bond issue, a major part being to convince the bond market the City could handle a \$95 million bond and the projections were to reflect this. Mr. Bell agreed the estimations were all assumptions, as in a month they could change due to new discoveries. Miramar was a growing City, but growth had slowed somewhat, and staff was estimating in fiscal year 2006 there would be a 14 percent increase in the City's property tax base and in the ad valorem revenues. He remarked it was difficult to know what the figure would actually be, as in the previous year it was 18.6 percent, and the year before it was almost 25 percent. He informed the dais the City's tax base for fiscal year 2005 would be in excess of \$6 billion, regardless of what the percentage increase was. Ten years previous, the tax base was \$1 billion, thus there had been a six-fold increase. Staff presented two versions for the seven-year plan. The first contained estimates of revenues and expenditures status quo. He said In fiscal year 2006, there would be \$86.3 million in revenues and \$85.5 million in expenditures. The second included the bond coverage. He pointed out, with the bond issue, the City would be required to at least have a

coverage of 125 percent debt service. Thus, the second plan was calculated with estimates of the debt service. He commented the City needed \$401,000 net to satisfy the bond conditions. In the first year there would be an increase of nine employees, but in ensuing years, no increases were expected. This would be dealt with yearly as the budget was prepared, but he felt the budget for ensuing years would be adequate to accommodate any employee increases if necessary and still meet the conditions of the bond issue. Mr. Bell indicated other projections included a reduction in the millage rate, which would not take effect until 2007, and a reduction in the use of the debt service reserves over progressive years. Staff was working with an estimated figure from the property and a true figure would not be known until July.

Commissioner Salesman commented the property appraiser had reported the County had an excess amount of money from revenues collected, and they were now looking to reduce the County's portion of the millage rate. This would dramatically reduce the value of property in every city. Therefore, the intake of ad valorem taxes would decrease as well.

City Manager Payton pointed out the decrease only applied to the portion going to the County.

Mayor Moseley understood they were also adding properties to the property rolls that claimed Homestead exemptions, which were resulting in duplications, and the property appraiser was probably going to increase property values.

Commissioner Salesman felt the reduction in the County's portion would be a relief for the homeowners who would pay less in taxes.

City Manager Payton stated if the millage rate was reduced by .10 in 2008, it would be close to \$700,000. These were the decisions staff was being challenged to make. He wished to determine the relationships between staff activity and cost increases; for example: accident rates. Were they increasing, was Worker's Comp increasing or absenteeism or vacations? If there were increases on the 12-hour shifts in these areas, something had to be done. It was good business to do the most with the least amount of personnel. But the picture should not to get so big it made it next to impossible to micromanage.

Commissioner salesman questioned, since there was an insistence to reduce the millage rate and the fire service fee with an eye to eliminating the latter, would it be possible to go to a bond referendum? The idea could be sold to the public with the removal of the fire service fee and a reduction in the millage rate.

City Manager Payton mentioned residents had requested the fire service fee be placed on their tax bill to allow them to write off the expense. He went on to discuss events programming, detailing all the annual special events hosted by

the City and the cost associated with them, such as scaffolding, barricading, etc. The question had been raised as to whether or not the City should continue to host such events, and individual meetings indicated no one on the Commission wished any of the events to be cut. He sought some direction on how the special events venues should be geographically spread over the City.

Commissioner Conlan claimed residents had complained most of the City's events were held at the Sunset Lakes Community Center and the distance was a challenge for them to travel. She also felt, due to widespread advertising of these events in non-City media, such as the Parenting magazine, many of the attendees were not Miramar residents who consumed available tickets before the City's residents and even employees had a chance to acquire them. She suggested either changing the venues to be more evenly spread throughout the City or flip flopping the venues each year until the cultural center opened and a central location was established.

Mayor Moseley agreed a central location was the goal with a large enough venue to allow for more people to attend. In the interim, a better balance in the venues was needed. Some of the events could be held in the Commission's chambers, such as Reflections in the Park, celebrating Black History Month, which should also include an art exhibit. She wanted to find a way to incorporate some of the cultural celebrations under one Miramar Days festival to promote unity.

Commissioner Salesman commented in regards to the Black History Month celebration, Reflections in the Park, something had been missing. He believed those responsible for its planning had not taken into consideration the change in the City's population. As such, the event did not reflect the diversity of the African American cultures living in the City and, until this was addressed, the event would continue to suffer. The population no longer covered only those people of African and American descent, rather the African Diaspora was much larger culturally. He remarked by incorporating many of the cultural events under one celebration, it would have to be more than a one-day event. He suggested a three-day event from Friday to Sunday. Such an event would put less strain on the City's resources and would bring more people together.

Vice Mayor Barnes wished to see the dedication of \$150,000 for the City's jubilee celebration reduced.

Mr. Borges informed the Commission \$40,000 had been raised by staff through sponsorship to help fund the jubilee celebration, which he stated was a record for any event held by the City. An extensive schedule of entertainment had been planned to represent the 50 years of Miramar. He detailed some of the expected entertainment as being: a tribute to Elvis by Bobby Brooks Hamilton: soul classics tributes to Stevie Wonder, Marvin Gaye, Little Richard, Jackie Wilson, and Salsa from La Potencia (sp) Latina. The goal was for the celebration to be

as multicultural as possible, all of which would culminate into the main event at the Town Center. He indicated there would be fireworks, a laser show and other activities not typically done at other City events. Staff was endeavoring to make the parade the largest the City had seen, and as many participants as possible were being sought, such as marching bands from other cities and schools.

Vice Mayor Barnes wished to know if the \$40,000 was included in the \$150,000.

Mr. Borges replied staff anticipated spending approximately \$125,000, and the \$40,000 sponsorship dollars would be added to this amount to make up the total cost of the celebration.

Mayor Moseley opined a 50<sup>th</sup> birthday celebration was a momentous occasion for a city and she was comfortable with the allotted funds for the event. Other areas of spending had been cut back to accommodate this expense.

Mr. Borges reiterated the entertainment for the celebration was not something anyone was used to seeing in Miramar's celebratory events. Some of the artists were national recording and touring artists.

Vice Mayor Barnes wondered how one answered a resident who took issue with the City's spending such funds on one event.

Mayor Moseley suggested telling the resident the jubilee celebrations were for the entire community and the City had waited for a long time to have a central location in which to celebrate. Part of the celebration was the coming of age of the City of Miramar and the celebration of its diversity.

Vice Mayor Barnes hoped these explanations would be included in the public relations and marketing of the event.

City Manager Payton pointed out the cost was a non-recurring one, but as to other annual events, the Commission was welcome to review them and make suggestions of possible reductions for these events.

Commissioner Salesman felt funds could be shifted from some events, such as from Snow Fest, with a \$13,000 budget, to the Reflections in the Park with a budget of \$6,500. The latter had a higher cultural and educational value for the community. He did not think enough money was budgeted to celebrate Black History Month.

City Manager Payton encouraged the Commission to continue to voice their concerns and give staff directives on how to address them.

Mayor Moseley thought when the Civic Center and the Cultural/Arts Center opened and events were held for which tickets would be sold, the whole philosophy of bringing more cultural activities into the City would be realized. She agreed, in its current form, Reflections in the Park was not working, hence her suggestion of temporarily moving the celebration to City Hall.

Commissioner Barnes suggested increasing the funds to celebrate Black History Month and see how the community responded. The marketing of the event needed to be improved to account for the change in demographics.

City Manager Payton acknowledged staff needed direction in order to improve this event, and the Commission was in the best position to give staff directives on a qualitative approach.

Vice Mayor Barnes did not agree staff lacked the know how on marketing Black History Month events. The radio station at which he was employed did advertising for the Unifest event in Lauderhill, and he had never witnessed any advertisements for Black History Month celebrations by Miramar. He questioned if staff had estimated the revenues the Cultural/Arts Center would generate.

City Manager Payton indicated the figures had been prepared and would be presented later on in the meeting.

Commissioner Conlan noticed the Bunny Brunch and Lunch With Santa were missing from the events calendar.

Mayor Moseley stated these events had been placed in a different section of the budget.

Commissioner Samuels asked how many residents were on the board for Black History Month celebrations; that is, how much community involvement was present on the board.

Mr. Borges responded, as in the past, staff was working with a group called the South Broward Forum, which was a County group, and they usually assisted staff in their preparations. In previous years this group hosted the event entirely.

City Manager Payton wondered if Caribe Fest could be incorporated into the Black History Month celebrations, as the former continued to garner huge support.

Commissioner Salesman noted this was where a consideration of demographics came into play.

Mayor Moseley said Black History Month was traditionally viewed as a celebration of Black American History. This was what the proclamation said and this was how the celebrator event was conceived. She did not want to exacerbate already existing friction between the African American community and the emerging Caribbean community. There were others who viewed the situation very differently and she was not saying incorporating other cultures into the celebration was unacceptable. She was wary of stepping on anyone's toes in relation to the historical significance in the U.S.A. of the Black History celebrations. She understood Miramar was a very diverse community, but a great degree of sensitivity had to be exercised on the part of the Commission to be able to distinguish the difference between the historical perspectives of some holidays. She was concerned if the events were commingled or eliminated, it could create a divide in the community.

Commissioner Salesman felt it was a misguided perception the experiences were different between people of African descent and Caribbean descent in the United States. People born in the U.S.A. needed to realize those born in the Caribbean such as Marcus Garvey in Jamaica and others of Haitian descent had a significant impact on developments in Black American history as well. There were also those from Trinidad who marched with Martin Luther King.

City Manager Payton requested the Commission allow staff to assimilate the views being put forth by the dais and formulate a plan for presentation to the Commission.

Vice Mayor Barnes suggested some homework be done to reduce the chance of creating divisions in the community where none existed. There needed to be an understanding of the similarities of the realities of the Caribbean and the African American populations. They were indivisible and overlapped in many ways.

City Manager Payton discussed the City's newsletter usually contained a detailing of all the projects the City intended. Along with this information, staff would now include the City's annual report in one of the newsletters, as it was important for the residents to realize where their tax dollars were being spent. He announced there was a new City seal with new colors and a theme staff wished to maintain, and the marketing firm would review all this information and a decision would be made whether or not to do it in house. Regardless, one common theme would be established.

Commissioner Salesman sought to make Mr. Payton aware there were many local newspapers widely read by the Caribbean population, and these needed to be considered when the City sought to advertise.

City Manager Payton commented the Sun Sentinel did a specific newsletter for the City and this was delivered to all Miramar residents. If the other local newspapers could perform the same function they could be considered. In terms of advertising for specific events, the City would consider placing advertising in these local newspapers. The Sun Sentinel was also sensitive to the English and Spanish-speaking populations and delivered the newsletter accordingly.

Commissioner Salesman inquired how the Creole-speaking population was kept informed.

Commissioner Samuels wondered if the staff considered using the Miami Herald.

City Manager Payton stated staff worked with both newspapers and sought only to bring the best service to the City. The Sun Sentinel not only produced the newsletter for the City at cost, they also provided sponsorship to the City's events, etc. covering a whole year of service.

Mr. Borges elaborated there were major events, such as Caribe Fest, Miramar Days, Fourth of July, in which the Sun Sentinel sponsored a large float, did handouts, and gave a number of banners announcing the event for posting throughout the City. They also distributed three-color flyers, which they distributed to their entire readership and, depending on the event, they might sponsor a particular attraction, for example, for the children.

City Manager Payton summarized for \$49,000, Sun Sentinel provided the City with a media package worth close to half a million dollars, and information on the City's events was being effectively disseminated.

Vice Mayor Barnes wished to know if some kind of cooperative arrangement could be made with the Sun Sentinel to have the City's supplements inserted in some of the local newspapers.

City Manager Payton replied staff would investigate this possibility.

Vice Mayor Barnes opined it was time for the City's marketing strategies to include those who used the City's website, and the only way to do this was to promote the website's existence more aggressively.

Mayor Moseley thought this issue went back to collective conversations held by the dais regarding communication. She suggested in the televised version of the Commission meetings there should be a synopsis of the meeting highlights before and after the meeting, as many residents would or could not watch the entire meeting. This would allow residents to gain information regarding business in the City. Synopses could be provided periodically to keep the

citizenry updated on expected changes due to Commission action, whether social, business or political.

Vice Mayor Barnes indicated to staff the visual presentation of the City's cable channel was unacceptable. The coloring was wrong and the letters were bleeding into each other. In its present state, the cable channel was a wasted resource. He felt it could be achieving a lot more with improvement.

Mayor Moseley desired for the programming on the channel to be comprised of more than just scrolling, such as actual conversation taking place.

Commissioner Samuels mentioned it would be good to get the City's high schools more involved, particularly if they had a media department that could supply information to the cable channel, such as high lights from an athletic tournament and/or other school events. Sports scores summaries from the schools could also be highlighted.

City Manager Payton pointed out the City's media department was present and taking note of the Commission's wishes and suggestions and would make a presentation to the Commission. He acknowledged the City needed to get its communication channels in order as the infrastructure was now in place.

Staff Mr. Tom Good updated the Commission on the improvement of the City's communication infrastructure. Currently, the radio system had been brought on line, and 1280 AM was the City's radio station. He pointed out there were two towers, each located to the east and west of the City. A third tower would be erected to cover an area of weakness between the two existing towers. He informed the dais regarding cable service, an ordinance was recently passed, allowing the City to move forward with its franchise agreement. One of the problems at present was there were two cable service providers: Comcast and Adelphia, and whereas Comcast provided the City with a cable access channel, Adelphia did not. He understood there was the possibility Comcast would be buying out Adelphia and this would take care of the service gap. The City's studio was well equipped and the quality of televised meetings would be improved. Staff would begin enhancing the station's programming with direction from the Commission.

Mayor Moseley thought it would be interesting to televise debates: counterpoint and counterpoint; conversations of upcoming topics of discussion as no decisions were made in a vacuum. This was an opportunity for the City to provide intelligent programming along with informational features.

City Manager Payton sought consensus on the desire to see two-way conversation for both the radio and television programming where residents could call in. Would the dais prefer to see this feature on either or both media?

He was unaware of the cost to do this, but felt it to be an excellent way to engage the residents.

Mayor Moseley requested a consensus for staff to assemble the information necessary to implement two-way conversation in the City's communication systems. This consensus was given.

- Staff to investigate and present information regarding adding two-way communication to the radio and cable access channels.

City Manager Payton, after a quick review of the items previously discussed, thought the commencement of lowering the millage rate in 2007 represented a compromise between immediately doing so, as was the desire of four members of the dais, and waiting two years to begin reductions as suggested by Commissioner Salesman.

Commissioner Salesman felt the compromise gave the City time to study the possibility of whether or not to go to a referendum on the bond issue. However, there appeared to be an overall consensus the fire service fee would disappear eventually. But alternative funding had to be established first.

City Manager Payton believed there were other things in the budget that should be eliminated. He reviewed the process of how the City came to now have some 800 employees, stating there came a time when one had to say no. The Commission needed to give staff direction on how to proceed to make sure the City's employment strategies were not counterproductive.

Commissioner Salesman suggested approaching staff cuts from the top down. It appeared to him there were many areas of City government that were top heavy, but whenever cuts were implemented, the tendency was to begin at the level of the people who did the actual work in keeping the City functioning day to day. He knew it was no simple task, but this philosophy should be changed.

City Manager Payton concurred but explained Mr. Rosenberg had conducted a study on this very matter, comparing the City to others such as Sunrise, Fort Lauderdale, Pembroke Pines and Hollywood, it was discovered Miramar had the lowest percentage of management employees. He then went to ICMA and examined the national average, the top ten percent in the country, and he found Miramar was still 5.9 percent lower than the lowest one in the country, while being the third fastest growing city in the country. When he compared Miramar to the second fastest growing city, he discovered a large disparity between that city's growth-related employees and consultant fees, and their percentage of management employees as compared with the City's. approximately eight percentage of the City's management staff would be gone when growth ceased.

Commissioner Salesman stated he was not suggesting anyone be fired, and was just expressing his observations. The one legacy he did not wish to leave behind was that of a broke city.

City Manager Payton sought clarification on what was meant by cutting from the top down, as most of the people at the top were now present at the meeting working to help the City realize its vision.

Commissioner Salesman acknowledged with growth one needed management, and it was important for Mr. Payton to look at the possibility certain positions would be eliminated when growth slowed and how such reductions were best handled. It would be better to look at the matter now rather than later.

Mayor Moseley reiterated she wished to see a continued reduction in the millage rate and the fire service fee. She felt comfortable advocating these reductions, and she had a clear understanding of what it meant to institute such reductions and was willing to compromise the reductions beginning in 2007. Regarding the bond, many issues related to the bond were public safety issues. Though a bond sounded attractive, she believed the better approach was to continue on the path the City was on and tweak it as time went on. She also wished to see in the conversation for the reduction of the fire service fee, a year set by which the fee will be sunsetted. This would reduce any ambiguity for residents.

City Manager Payton responded if no reductions were made to either the millage rate or the fire service fee, the fire service fee could be sunsetted by 2015. If this promise was made and an unknown event occurred, there was a possibility of strapping future commissioners. It was difficult for him to recommend this path of action.

Mayor Moseley expressed the desire to see, as property values increased in Miramar, staff continue to reduce the millage rate and the fire service fee and to ensure residents would not be paying more money each year.

City Manager Payton intimated staff would provide these comparisons to the Commission as they did each year.

Commissioner Conlan clarified the ultimate goal was to eliminate the fire service fee.

City Manager Payton pointed out the millage rate had been successively reduced each year and this action would be frozen for fiscal year 2006.

Mayor Moseley wondered what the ramifications would be if the reduction in the millage rate was not suspended for 2006, and reductions in the fire service fee began in 2007.

City Manager Payton examined these possibilities, stating it would lead to staff having to find about \$300,000 somewhere else in the budget.

Mayor Moseley asked if this was feasible, as the incremental reductions of the millage rate was already a part of City's budget. She would prefer to continue the incremental reduction of the millage rate in 2006, and begin the reduction to the fire service fee in 2007. She was reluctant to give up the path the City was already on regarding reductions in the millage rate.

Commissioner Salesman could accept the ruling of his fellow Commissioners, but was unwilling to compromise on accomplishing the improvements to eastern Miramar in the next four years.

Mayor Moseley sought a consensus to reduce the millage rate by in fiscal year 2006/2007 and begin reductions to the fire service fee in 2007.

City Manager Payton reminded the dais these directives were based on the assumptions of a 14 percent increase in property values and adjustments would be made accordingly where true figure was available.

Commissioner Salesman queried if the percentage were less, would this mean it was possible some projects could be cut or delayed, and if so, it was not a path he was willing to go down. Such a likelihood was his reason for not supporting immediate reductions in the millage rate and fire service fees. He strongly believed the first portion of the City to suffer would be east Miramar.

Mayor Moseley and Commissioner Conlan believed this view to be inaccurate.

City Manager Payton pointed out no infrastructure improvements for existing residents would be delayed, as projects as the Cultural/Arts Center and other park projects would be delayed first.

Commissioner Samuels noted his neighborhood would suffer from the park delay after waiting ten years for their park to come online.

City Manager Payton explained if such circumstances occurred, there would be meetings held to make those decisions.

- Staff was directed to continue the incremental reduction in the millage rate by .05 percent in fiscal year 2006, and the fire service fee reductions would begin in fiscal year 2007.

*(Transcriber's note: portions of this speaker's presentation were inaudible.)*

Staff Gus Zambrano reviewed the City's growth and progress in the past, present and for the future. Past commissions had begun the work on some of the issues now being addressed. The move was away from management of growth to management of regrowth. Financially, this meant the City had to reinvest in the older portions of the City where there were aging homes, infrastructure and limited public transportation capacity. He detailed other growth factors such as changing economic needs, moving from expansion to retention. There were also competition issues, small business development, landscaping projects, pedestrian enhancements along Miramar Parkway, erection of civic buildings and other neighborhood enhancements. He commented since 1998, the City had received funding to rehabilitate homes and the City spent over \$1 million in SHIP and CDBG funding for this purpose. The commercial rehabilitation program was underway in the Overlay District, and it was a partnership between the City and the business community to enhance their facades and parking. He reminded the dais corporate entities had invested in east Miramar; for example: McDonald's, Wachovia, Walgreens, Publix, etc., and this was a testament to viability of this area in the City's future. Mr. Zambrano stated until infrastructure improvements were implemented and completed in east Miramar, the development potential of that area was at a standstill. Construction was to begin in Phase I in 2005 and required a significant investment by the City, and redevelopment would grow from this. The Overlay District had regulations passed by the Commission to put in place guidelines to allow the infrastructure to be installed. He intimated with the commercial rehabilitation program, the interest in redeveloping the business community was set in motion. There were many redevelopment and financing tools available to the City to accomplish its project goals without always relying on the General Fund. He noted there were funds available from the County who was very anxious to work with City and provide aid through such programs as the Community Development Block Grant (CDBG.) The City had much success in procuring monies from the various community funds available at the county, state and federal levels and would continue to seek other sources. An area to be explored by the City was providing financial assistance to new development rather than just renovations. Staff was also in the process of preparing documents to present to the Commission to address the issue of workforce housing, senior housing and other types of affordable housing for the residents. They were also examining how the City could lend aid to residents having problems paying impact fees. These forms of aid included the density bonus ordinance, which was already in place in the Overlay district. He commented the best thing the City could do for developers was to remove as much risk and uncertainty as possible. In the area of redevelopment, many developers were inexperienced. Pertaining to Workforce One and affordable housing, conferences would be hosted to ascertain the national climate. Discussions were also being held regarding the 441 corridor.

Mayor Moseley remarked, in relation to workforce housing, she wished staff to research how to retain the stock of affordable housing, an issue the County was also grappling with. This was an issue that had to be addressed as the City moved forward with workforce housing.

Mr. Zambrano mentioned the recently held charette, stating it was a direction the City was considering for its portion of the 441 corridor.

Mayor Moseley discussed the water retention solutions offered at the charette in terms of including the west side of 441 as opposed to having them all located on the east side of 441. She wished to know if the City had entered into dialog on this matter. Her concern was reducing difficulties for the newly formed city of Westpark just east of 441, and it was imperative everyone located east and west of 441 succeeded. She recalled the conversations at the 441 charettes had pronounced nearly all mitigation would be to the east side of 441. In doing this, it would take away much needed commercial use for the new city's tax base. She pointed out Westpark had probably not been an elected body at the time, and all of the retention ponds had been put east of 441. She wished staff to actively investigate mixed land uses and having some of the retention ponds on the west side of 441. She sought the dais' consensus on this directive to staff.

Commissioner Salesman said this was the time to lobby FDOT to move some of the retention to the west side of 441. If this was not done, the City might encounter difficulty in getting those to the west of 441 to conform.

Mayor Moseley thought it was possible to do a mixed used development where the retention section could be in the center of the development rather than taking the frontage. Thus, there were creative solutions to dealing with this issue.

Commissioner Salesman advocated extending the Overlay District to 64<sup>th</sup> Avenue. There were commercial uses both to the north and south, and the City could expand the redevelopment programs to accommodate these properties.

Commissioner Samuels understood from a recent review of the 441 corridor there was an alternate plan distributing the ponds along the east and west of 441. He agreed the City's actions would best serve both cities.

Mayor Moseley felt this issue should be brought forward for a workshop or a Commission item. She sought a consensus to direct staff to formulate documents for presentation to the Commission on this issue.

City Manager Payton believed, through previous conversations with the Commission, staff had an accurate idea of the what to present to the dais.

- Staff was to prepare documents to present to the Commission regarding the location of retention ponds along the 441 corridor.

City Manager Payton moved on to the Commission's review of the vision, stating he endeavored to maintain open communication channels. He realized after meeting individually with the Commission, there was a feeling some Commissioners received more information than others. He had always told his staff if a Commissioner contacted them, never to give them any more or less information they would furnish to the average resident, and this was the way he preferred to run his office. He discerned there were times Commissioners received information from his staff rather than from him, which he would work on to ensure if the inquiry concerned vital information, this information would be communicated to the other members of the dais. His staff had made assertions some direction had come directly from a Commissioner, thereby bypassing him. He wished to now establish clarity with the Commission, going forward, as set out by the Charter, any direction given by the Commission for staff had to come via the City Manager. If this was not the dais' wish, it needed be set forth now. It was important staff ensured the entire Commission was supplied with the same information, and the City was engaged in a form of government where things were done expediently, representing the consensus of the Commission.

Commissioner Salesman did not think the Charter said a Commissioner could not express an opinion. He thought the situation was being taken out of context: a Commissioner may have just been expressing an opinion and staff mistook it for a directive.

Mayor Moseley tried to make it a personal policy when she embarked on any course of action to keep the City Manager informed. She felt this was a professional courtesy owed and could only enhance her quest for information on any matter she needed.

Commissioner Salesman hoped no staff member felt threatened by any of his requests.

City Manager Payton expressed appreciation the members of the Commission wished to keep him in the know, but he did not mean to communicate any member of his staff felt threatened in any way by any requests by the Commission. However, he was talking about the dissemination of misinformation to Commissioners which led to the dais feeling information was being withheld.

Vice Mayor Barnes wished the Redevelopment of the Pioneering Section of East Miramar be added as a specific project to the list.

Commissioner Samuels requested code compliance be added to the list.

Mayor Moseley believed a business attraction and retention category should be added to the City's business plan.

Commissioner Conlan applauded the City for its progress in the last 12 years in terms of the architectural standards set and the efforts to maintain those. She had received compliments on how the City had raised the standard for other cities to aspire. However, with the coming of the Benihana restaurant to the City, it struck her as odd the applicant was being asked to make their Japanese restaurant look Mediterranean. She felt there would be times in the City's progress some diversion from its theme was needed to accommodate other concepts. High standards could be maintained while allowing for the expression of individuality.

Mayor Moseley concurred, stating she had no wish for businesses coming into Miramar to look like something from a cookie cutter mold.

Commissioner Salesman agreed while maintaining a high standard, creative concepts could be expanded in the City's design vision.

Vice Mayor Barnes thought the very fact the City's architectural theme was so well established, allowances could be made for some variations.

Mayor Moseley wondered if a consensus was gained to direct staff to investigate the extension of Bass Creek Road and the Turnpike connection issues.

Commissioner Conlan felt there was a need to establish more comprehensive ways to alleviate traffic.

- The City Manager was directed to conduct investigations into the Bass Creek Road extension and other northbound Turnpike access points.

City Manager Payton informed the Commission there were a number of three-minute presentations reviewing the City's utility services. On the issue of the Charter review, he recommended a board be appointed to examine the Charter. The City Manager and City Attorney should look at it together, and the City Manager meet with the Commission individually, after which the board should view the Charter with a specific and defined scope based on the Commission's direction. An open-ended review could lead to possible misrepresentations of the Commission's desire. He encouraged a workshop with the Commission to review the Charter, item by item to ascertain a consensus on which items should be opened. Currently, the concerns he heard thus far had to do with the filling of vacancies if there was a recall of the Mayor or Commissioners; and districting.

Mayor Moseley added an issue of concern was what constituted a majority on the dais.

City Manager Payton intimated there were many other issues to be opened up and he needed some directive on how to approach the review.

Mayor Mosley asked for a consensus on scheduling a workshop on how the Charter was to be opened; if the concerns voiced were the only ones in need of review; and who should sit on the Charter Review Board.

Commissioner Conlan thought the dais had directed Mr. Payton to get someone to do a study on the feasibility of districting in the City at this point in time. She questioned if staff had received results of that study, as without them, there seemed no point in discussing that issue.

City Manager Payton queried how he should procure such a person to conduct the study.

Mayor Moseley suggested he seek the services of someone from FIU or FAU.

City Manager Payton wondered if the dais wished to review three possible persons and make a final choice or would they prefer he make the choice.

Mayor Moseley stated she did not mean to interchange the two universities as there was one known to do such studies in a neutral manner.

City Manager Payton believed she meant the Joint Centers, more specifically a Jim Burley (sp), from FAU. He had, in actuality, chosen two persons but was unsure of their credentials and if there was a specific political difference in their approaches to the studies.

Commissioner Salesman saw a benefit in having both parties do the study, thereby securing two approaches, and the results might fall somewhere in the middle, which could only be to the City's advantage.

Commissioner Conlan felt this was a good way to attack the districting issue. Regarding the Charter Review, Mr. Payton and Mr. Cole could discuss the issues already put forth by the Commission, as well as any other aspect they saw fit to bring to the Commission's attention, all of which could be presented in a workshop.

Mayor Moseley thought it productive to establish an automatic time frame for continuing Charter reviews, such as every ten years.

- City Manager Payton was to meet with the City Attorney and review those Charter Review issues expressed by the Commission and open any other areas of concern deemed necessary. These matters would be brought before the Commission at a workshop for discussion.

Commissioner Samuels desired to tighten up the time frame for results of these directives to be presented to the Commission.

Mayor Moseley pointed out the community was waiting for action on these matters and timeliness was essential. Her advocating the Joint Centers was due to their reputation of being politically neutral.

Commissioner Salesman remarked getting a second opinion would do no harm.

Commissioner Samuels opined the decision to retain districting or not fell to the Commission and not those supplying the study's results.

Mayor Moseley clarified the purpose of the neutral study was to ascertain what alternative were available, whether or not to have districting, and if so, how best to break up the City into districts.

City Manager Payton understood the Commission wished someone from Joint Center to present their scope of services and the possible costs to do the study.

City Attorney Cole believed what could get expensive in a districting study was the drawing of the maps. Someone other than Joint Centers could present an overview of districting and what options to districting there were.

Commissioner Conlan said such a presentation sounded more in line with the information she was seeking. Someone from the Joint Center could be invited to address the Commission on this issue. She was just seeking to be educated on the matter of districting.

- City Manager Payton was to hire a representative from FAU's Joint Centers to make a presentation to the Commission on districting.

Staff Mr. Vernon Hargray showed a list of the Capital Projects. Regarding the meter exchange program, the City went from about 7,000 meters to some 28,000 meters. Rather than hiring more staff to reading the increased number of meters, the meters were read by a method that allowed staff to read up to 10,000 meters in one day. On the issue of lift station rehabs, staff endeavored not to get caught up in any lift station overflows and sought to acquired the best types of lift station. He discussed aggressive pursuit of sewer line improvements. Piping was being replaced with pipes that were expected to last at least 25 to 30 years. There was no way to have successful redevelopment without proper infrastructure. A state

revolving loan had been procured by the City and the bidding process was now in progress and ready to be brought up for the Commission's consideration. Under the directive of Mr. Payton, staff had formulated a utility plan for the City. In setting an operation expense, staff was conscientious of how the taxpayers' dollars were being spent. The amount of debt services were laid out for the next five years.

City Manager Payton commended the utility staff for doing a phenomenal job over the last five years in getting the City ready.

Staff Ms. Geri Freedman noted the City had two transit services: the community bus service and the Senior Demand Response Transportation program. The community bus service was operated through an inter local agreement with Broward County, and it was funded partially by mass transit funds as a direct grant, other county funding and some City funds. She explained there were four bus routes running Monday to Friday from 7:00 a.m. to 7:00 p.m., and when the Town Center opened, staff was able to connect the three transit hubs, going as far east and west as the City extended. She mentioned the proposal was for a five-year expansion plan for the community bus service. There were areas not presently served by either mass transit or the community bus service, and no service was anticipated by mass transit for those areas. These areas fell south of Miramar Parkway to County Line Road. She indicated the proposal was for two new routes, thereby providing citywide public transit. The service was hourly at present, which was difficult for the average working person, and staff hoped to increase the bus frequency to 30 minutes and expand the hours of service to nine o'clock at night, with the later addition of Saturday and Sunday service. She said the frequency would eventually be increased to 20 minutes and have special extended hours when special events were held at the Cultural/Arts Center. Ms Freedman pointed out the mass transit hub would never serve the western most transit hub; the major transit hub at Town Center anticipated having three Broward County Transit (BCT) route, as well as the City's buses and two Dade County routes; the latter would begin in October 2007. The goal was to facilitate residents commuting to both Dade County and Palm Beach County and beyond. Partial funding from FDOT was also being proposed for a fifth route. Service to the Memorial Hospital was a necessity for patients, residents and City employees, and this route would connect with Miramar Parkway and, as of May 8<sup>th</sup>, 2005, mass transit would provide service directly from Miramar Parkway to the hospital.

City Manager Payton stated one of the views he heard expressed during the time of the election and in individual meetings was not all the residents felt a connection to the police department as they once had. He was unsure if this was an indication of a systemic problem or just some isolated views.

*(Transcriber's note: the rapid speech of this speaker render some portions of his presentation inaudible.)*

Assistant Police Chief Keith Dunn expounded on the various community outreach programs conducted by the police department. Some were common to other police departments and others were specific to Miramar. The approach was a community-oriented and team approach, which meant every officer was assigned to a specific geographic area each year. Each geographical area also had a community chief police officer specifically assigned to coordinate all the outreach activities for that area. He explained there were times the police went in and fixed what they perceived as a problem, only to later find the community upset with them as the so called "problem" was never an issue for the residents. Currently, the police were going into the communities and speaking with residents in order to identify some of the issues and working from that point. He noted by assigning police officers to geographical areas, the police were in contact with the homeowners associations (HOA) and other key people in the communities. They maintained a presence at community events to establish where the community needed them, specifically addressing community relations and quality of life issues. Mr. Dunn mentioned the youth programs, commenting the police also functioned as school resource officers (SRO), one being assigned to every school in the City. These officers conducted lessons to teach the children how to deal with such issues as: what to do if they found a gun. He commented the Police Athletic League placed police officers in direct contact with the school children. The league offered sporting programs and aftercare programs to facilitate more interaction. He mentioned the Police Athletic League Advisory Board, which was ran as a non-profit organization. This board hoped to secure enough funding to become self-sufficient and currently had an executive director who was paid by funds from a law enforcement trust fund. He next discussed Youth Crime Watch, promoted in the City's middle and high schools and run by the SROs. Regarding child safety, the City was given grant money in the form of child safety seats and police went into communities to teach children about safe ways to ride their bicycles. He discussed the Explorer Program was a youth program for children 15 years and older, where children were taught every aspect of law enforcement. The program and was run through the Boy Scouts and was very successful. Other law enforcement trust funds were sourced by seizure money and funds were used to fund grants for various school activities. On the issue of their volunteer programs, they discovered there were many talented residents wishing to help the police department, and they were welcomed with open arms. There was the Citizens on Patrol program staffed by residents who had graduated form the City's Citizen Police Academy, an estimated 500 to date. Through this program, residents became more informed of what the policeman's role in the community was, helped to dispel many myths about this role, and made residents more willing to lend their help. Mr. Dunn talked about the chaplaincy program as a valuable one, providing the presence of clerics for victims and giving a broader perspective to officers. Other programs

included: the National Night Out to make citizens more aware; provision of MSWs for counseling for victims of abuse; victim surveys; and community fingerprinting for children. He mentioned the City's growth had led to extensive reorganization of the police force. Code compliance officers were assigned from the police force. On the 5 0 aftercare program, he stated it had grown to over 150 students and had required the venue be moved to Perry Middle School and was run by the SROs. The cost was \$30 for the whole summer per student. This program took a collaborative effort among the City's departments to bring it together.

City Manager Payton intimated many times the City provided a service of which residents were unaware, and there were those residents who could never be satisfied no matter what. He inquired of the Commission what views had been expressed to them by the citizens on feeling estranged from Miramar's Police Department, and did the dais feel these views to be prevalent or insolated.

Mayor Moseley had the view expressed to her there were not enough detail officers available to serve the new gated communities. The concerns she heard were more like snippets of problems rather than a prevailing discontent, and there would always be some problems as the City grew and evolved. Those residents who had passed through the City's Citizen Police Academy seemed more excited about working with the police in the community. She suggested getting those residents to initiate dialog with residents unhappy with the police.

Commissioner Salesman too had heard the view of there being an inadequate number of police to serve gated communities. However, residents of gated communities had to realize some form of contractual agreement had to be worked out to allow the officers to access their developments. He commended the Police Chief on the tremendous job done with the police force. He felt this was due to the Chief's acknowledgment of change in the City's demographics and the adjustments made to make the police department reflect the community.

Vice Mayor Barnes said he continued to be impressed with the Police Chief on his timeliness in addressing matters brought to him. However, he still questioned some of the philosophy on how policing was effected in the City. He was aware of the issue of "overwhelming" presence; for example, six police cars executing one traffic stop. He understood the police safety aspect, but the preventive atmosphere this presence was supposed to invoke was just as likely to lead to irrational, unwise behavior by the offender in response to the stress of such overwhelming presence. And a non-resident passing through the City unused to such practices could interpret such police presence as hostile.

Mayor Moseley announced, coming forward, there was a need of some dialog on zip codes as an avenue of gaining more funding for the City. It was important when someone read a citizen's zip code they did not tag them as living in a city

other than Miramar. She expressed concern that 305 was also one of Miramar's area code and wondered if there were any ramifications to having some residents of the City residing in a different area code.

Vice Mayor Barnes thought the attitude of the federal government had always been: create your own system if you don't want to use ours. The zip code of 33025 had little to do with a municipality and more to do with a postal zone.

Mayor Moseley said it was incumbent on the City not to lose any revenue through sharing zip codes with other cities. This was an issue being brought to the National League of Cities and the Florida League of Cities as well.

City Manager Payton thanked everyone for attending and contributing their input. And, on behalf of the staff, expressed appreciation and excitement in the trust the Commission placed in his staff and him for accomplishing the City's goals.

## **ADJOURNMENT**

The meeting was adjourned at 3:35 p.m.

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Yvette M. McLeary  
City Clerk  
YMM/cc