

City of Delray Beach

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Minutes - Draft

Friday, April 26, 2019

8:00 AM

Annual Strategic Planning Workshop Meeting

**Delray Beach Marriott
10 N. Ocean Blvd.**

City Commission

*Mayor Shelly Petrolia
Vice Mayor Shirley Ervin Johnson
Deputy Vice Mayor Bill Bathurst
Commissioner Adam Frankel
Commissioner Ryan Boylston*

[19-462](#)

City Commission Strategic Planning Workshop - April 26, 2019 at 8:00 AM

Attachments: [Commission Strategic Planning Agenda 4.26.19](#)

Mayor Petrolia thanked the Marriott for their hospitality and for hosting the Strategic Planning Workshop Meeting.

Interim City Manager de Jesus stated this meeting is being audio and video recorded, as well as closed captioning for posting to the City's website. The Interim City Manager introduced Mr. Mike Mowery with Strategic Government Resources (SGR) Consultants.

Mike Mowery, Strategic Government Resources (SGR) Consultants, stated the cities that are the most successful are ones that have a long walk in the same direction. Mr. Mowery stated Effective Board Governance requires philosophy and policy (why & how), healthy deliberation, setting expectations for the community and staff, and thoughtful deliberation. He stated the five areas of responsibility for the Board are: (1) formulating the organization's mission, vision and goals, (2) ensuring the financial health of the organization, (3) setting expectations for efficient and effective management and systems, (4) ensuring quality of services, and (5) monitoring the board and organizational effectiveness in advancing the mission in making the vision a reality. Mr. Mowery explained the following seven roles for the Board: (1) external communicators, (2) internal communicators, (3) fiduciary overseers, (4) policy developer, (5) information systems overseer, (6) priority assessments, and (7) strategic visionary.

A brief conversation between Mr. Mowery and the City Commission ensued.

At this point, Mr. Mowery instructed everyone to break up into small groups to discuss what matters when it comes to the reputation of the organization and the town. For the next exercise, Mr. Mowery asked staff to write down what the pressing problems are that need to be addressed. Mayor Petrolia stated one of the #1 concerns from residents is that the City is too big and growing too fast and it is losing its character, and #2 concern is the lack of infrastructure (i.e. lighting, parking, and flooding). Commissioner Frankel and Commissioner Boylston stated their #1 concerns is retaining a City Manager that will stay and affordable housing with a mix of everyone in the community, education and youth. Staff also shared their concerns with Mr. Mowery those being: the pressing issue is keeping the character of Delray schools, housing, infrastructure, mobility, and resiliency. Staff participated and broke up into groups to discuss the following: strengths, opportunities, threats, and weaknesses.

A brief conversation between the City Commission and Mr. Mowery followed.

Mr. Mowery instructed everyone to break off in small groups to do another exercise by answering the following questions and to keep in mind the high priority items and asked everyone the following: (1) What are we hopeful about? (2) What are we afraid of? (3) What do we need to rethink? and (4) What do we need to let go of or let die? Each group discussed their answers to these questions.

Mr. Mowery stated the last exercise for the morning is that everyone imagine Newsweek is doing an article and the headlines are "The Miracle of Delray Beach 2040" and what would their story be about (use words, symbols, draw pictures). Each group shared their ideas and answers.

Mr. Mowery displayed a TED video entitled "The Marshmallow Challenge" about building a team and teamwork.

At this point, everyone broke for lunch. The meeting reconvened at 1:30 p.m.

Mr. Mowery stated Interim City Manager Neal de Jesus and Missie Barletto, Deputy Director of Public Works gave a brief explanation of the following: (1) what projects have been, (2) the progress that has been made, and (3) top priority projects for staff to work on.

Interim City Manager Neal de Jesus gave a brief explanation of the Capital Improvement Projects (CIP):

Document #1 - List of everything for the next 5 years

Document #2 - Top 10 CIP projects in progress

Document #3 - Multi-year Transportation Planning Agency (TPA) projects

Document #4 - CIP currently funded through the infrastructure surtax fund projects (24 items listed)

Document #5 - List of funding options to fund the top 10 projects and beyond (i.e. unrestricted reserves, some is currently in the CIP, surtax, and various Bonds such as General Obligation (GO) Bonds

Interim City Manager de Jesus stated depending on the number of projects and what projects end up on the top ten list, staff will be better prepared to make recommendations on how we should fund those projects and the limits within the City's ability to borrow without affecting the bond rating. In addition, Interim City Manager de Jesus stated the City has a policy with respect to not putting the City in debt beyond a certain amount.

Missie Barletto, Deputy Director of Public Works, gave a brief presentation regarding the following **top priority projects for fiscal year 2019/2020**:

- #1 - Golf Course**
- #2 - Pompey Park**
- #3 - City Center**
- #4 - Thomas Street Pump Station**
- #5 - Tropic Isles Roadway**
- #6 - Osceola Park**
- #7 - Fire Station #113**
- #8 - Mobility Infrastructure**
- #9 - Improvements Program**
- #10 - Water Sewer Improvements**
- #11 - Water Treatment Plant Projects**

Mayor Petrolia commented about project management between the City and the Community Redevelopment Agency (CRA).

Interim City Manager de Jesus stated the City has identified projects for both bandwidth and consistency that the CRA funds, bids, awards, and manages until final permit, and then the City does the same. However, he noted that the City is also committed to stay dynamic and if the CRA has some bandwidth, the City is okay with passing some projects over to them and vice versa. Interim City Manager de Jesus stated since the majority of the City Commission serves as the CRA Board as well, staff feels it is imperative that while making decisions specifically to funding and how it is going to affect other projects, that money has already been encumbered so that we do not unfund something that has been set as a priority for the City to fund something that has become a priority of the CRA, or vice versa.

Missie Barletto, Deputy Director of Public Works, gave a brief overview of the completed projects (Design Study/Construction) since October 1, 2018, and projects to be under construction by December 31, 2019. Mayor Petrolia stated everything listed under "Construction" staff has to move forward with and everything listed under "Design Study" needs to be the focus. Interim City Manager de Jesus explained that even if this is outsourced, it still impacts the overall services of the City and suggested checking things off the list and focus on those things that have to get done. Ms. Barletto reviewed the City's infrastructure surtax projects.

Laura Thezine, Acting Finance Director, explained that the term of the bank loan is for 10 years; in 5 years the City has to calculate the arbitrage rebate per the Internal Revenue Service (IRS).

Interim City Manager de Jesus stated the big project on this list is the Emergency Operations Center (EOC) and the Fire Station. In addition, Interim City Manager de Jesus reviewed the various type of funding options the City has because he is trying to get the City away from looking towards the unrestricted reserves or the capital fund to fund projects. He noted that it makes sense to bond a park; however, there are implications to that such as some require a referendum, some require a voter approval, and some require timing. He stated the City has a multitude of options rather than tapping into one well all the time. Interim City Manager de Jesus stated the funding option will require a vote and is something the City Commission can decide to avoid the penalty in five years.

Mayor Petrolia concurred with comments expressed by Interim City Manager de Jesus that the City may want to take more money out of the funds available because the City will lose this money if they do not use it. Interim City Manager de Jesus stated since the funding option is going to require a vote, this is something the City Commission can discuss with staff one-on-one about where they feel the money should come from and then take formal action at the CIP Budget Workshop. Mayor Petrolia pointed out that the Beach Master Plan Phase 2 is approximately \$1.5 million, and one of the highest needs is the Marina District (Marina Seawall and Marine Way) which will cost approximately \$6 million. Interim City Manager de Jesus stated staff has to tie this to priority and timeline.

A brief discussion between staff and the City Commission ensued with respect to ranking the projects into the following categories: (1) highly urgent/highly important, and (2) low important/low urgent. Interim City Manager explained that staff is by no means saying that the golf course is not important, but instead staff is prioritizing all the City's infrastructure needs that have been neglected and have gotten to a state of despair without saying one is not more important than the other. However, he explained one of these projects is more critical than the other in terms of the impact it would have if, and when, it fails.

At this point, staff took a 10 minute break.

A brief discussion followed by the City Commission regarding the process of the City Manager's position. In addition, the City Commission recommended that staff review the City's policies and procedures for non-profit organizations, City sponsorship support, and land give-aways in Delray.

Interim City Manager de Jesus suggested that the City Commission have a comparable policy for both the City Commission and the CRA.

Mr. Mowery suggested that the City Commission schedule a Policy Workshop Meeting to address the items and issues discussed.

Deputy Vice Mayor Bathurst suggested that there be a Comprehensive Plan Review Workshop Meeting as well to discuss the Comprehensive Plan items and invite those people who are on the Steering Committee to attend and that a proposal be brought back to the City Commission of who will be attending.

Mayor Petrolia suggested that the City Commission hold an open discussion over the summer with respect to the monies available in advertising dollars, UDAG funds, the Delray Beach Marketing Cooperative (DBMC), sponsorships, and grants to discuss what the City Commission would like to do with some of those funds and how they want to spend these monies. Interim City Manager suggested that this discussion be added to the Policy Workshop Meeting because it relates to policies and procedures.

The City Commission gave a brief recap of the highlights from this meeting and commented about the civility they have for each other.

Interim City Manager de Jesus thanked Delores Rangel, Joyce Billingsley, and Katerri Johnson for organizing this meeting. In addition, he thanked staff, residents, and the business partners for attending.

Mr. Mowery stated it has been a privilege to work with everyone and he appreciates the engagement by the City Commission and staff.

Mayor Petrolia thanked Mr. Mowery for a great job and she feels this Workshop was extremely beneficial. She also thanked Delores Rangel, Joyce Billingsley, Katerri Johnson, Prime Star, staff, the residents, the Downtown Development Authority (DDA), the Community Redevelopment Agency (CRA), and the Marriott Hotel.

There being no further business to discuss, Mayor Petrolia adjourned the Annual Strategic Planning Workshop Meeting at 4:00 p.m.