

City of Delray Beach

100 NW 1st Avenue - Delray Beach, Florida 33444

Phone: (561) 243-7000 - Fax: (561) 243-3774

www.mydelraybeach.com



Minutes - Final

Thursday, June 3, 2021

8:00 AM

Goal Setting Workshop

Delray Beach Golf Course, 2200 Highland Avenue

City Commission

Mayor Shelly Petrolia

Vice Mayor Shirley Ervin Johnson

Deputy Vice Mayor Adam Frankel

Commissioner Juli Casale

Commissioner Ryan Boylston

WELCOME AND INTRODUCTIONS

Jennifer Alvarez, Interim City Manager, called the Goal Setting Workshop Meeting to order at 8:00 a.m. She asked that everyone introduce themselves.

Commissioners in attendance: Vice Mayor Shirley Johnson, Deputy Vice Mayor Adam Frankel, Commissioner Ryan Boylston, and Commissioner Juli Casale.

Mayor Shelly Petrolia arrived at 10:15 a.m.

Others in attendance were:

Sammie Watthour, Interim Neighborhood and Community Services Director; Jay Stacy, IT Director; Hassan Hadjimiry, Utilities Director; Janet Meeks, Education Coordinator; Sara Maxfield, Economic Development Director; Duane D' Andrea, Human Resources Director; Julia Davidyan, Internal Auditor; Kent Edwards, Sustainability Officer; Anthea Gianniotis, Development Services Director; Lynn Gelin, City Attorney; Ilyse Triestman, Acting Purchasing Director; Laura Simon, Executive Director of the Downtown Development Authority; Missie Barletto, Public Works Director; Duncan Tavares, Assistant City Manager; Sam Metott, Parks and Recreation Director; Katerri Johnson, City Clerk; Keith Tomey, Fire Chief; and John Lege, Finance Director.

MAYOR AND CITY COMMISSIONERS GOAL SETTING OBJECTIVES:

Commissioner Boylston: hoped to identify and prioritize opportunities.

Deputy Vice Mayor Frankel: expressed his objective was to learn how to assist staff with identifying and achieving their needs.

Commissioner Casale: expressed that the golf course, water facility, tennis center, and public facilities were her top priorities for needed improvements.

Vice Mayor Johnson: mentioned that infrastructure was at the top of her list. She emphasized that she hoped everyone would support each other.

Lynn Gelin, City Attorney: looked forward to a productive Goal Setting Meeting.

OPENING REMARKS:

Jennifer Alvarez, Interim City Manager, expressed that the purpose of

the Goal Setting Workshop was to identify each department's goals, priorities, and objectives for the next two years. She asked staff to be open and honest about their department's needs.

Dr. Joseph Saviak, Management Consultant, gave a presentation explaining the seven steps of the strategic planning process, the city's analyzed strengths and weaknesses, and shared priorities. He stressed that strategic planning develops a set of measurable concepts, procedures, and tools to help staff figure out what their community and organization needs to survive and prosper. He encouraged staff to evaluate, reassess, and follow up upon past and current priorities.

RESEARCH PHASE- CAPITAL PROJECTS:

UTILITIES:

Hassan Hadjimiry, Utilities Director, provided a synopsis of his assessment of the City's Water Treatment Facility which serves 21,138 customers and 69,000 residents. He explained that the facility is over 50 years old and should be replaced. Mr. Hadjimiry presented the proposed plan to create a new Water Treatment Facility within the next five years. He stated the pre-design phase would take one year, and the construction phase would take two years.

There was consensus to revisit the Water Treatment Plant at the Commission Meeting on November 9, 2021.

IT DEPARTMENT:

Jay Stacy, IT Director, gave a presentation highlighting the IT Department's 2021-2022 fiscal year initiatives:

- Working with the Florida League of Cities to implement a new software program to prevent hacking.
- Land Management Software to allow for online permitting, plan review, etc.
- Enterprise Resource Planning System (ERP) Finance, Attendance, and Utility Billing
- PC Annual Replacement Plan
- Cybersecurity

There was consensus to integrate the Land Management Software into the 2022 budget.

PUBLIC WORKS:

Missie Barletto, Public Works Director, presented the concepts for the city's proposed New City Hall which would include a Community Center, Police Department, City Attorney's Office, and two Parking Garages. She

clarified that the designs presented were based on the vision of a former City Manager. Ms. Barletto suggested doing a Public Private Partnership (P3) with private developers to help offset the \$130 million estimated cost.

Commissioner Casale and Commissioner Boylston expressed concern regarding how the new City Hall would impact the tennis center.

Ms. Barletto assured the City Commission (Commission) that these concepts presented were the beginning of a much larger conversation and that everything would be taken into consideration.

Commissioner Boylston suggested exploring the concept of housing city departments at the old train station. He suggested creating a college campus like structure as opposed to all departments in the same building.

Ms. Barletto presented the Pompey Park Master Plan which would consist of a new community center, pools, sports facilities, and a parking lot.

Samuel Metott, Parks and Recreation Director, commented that building an Olympic sized pool may impact Palm Beach County's plans.

NEW POLICE DEPARTMENT BUILDING:

Javaro Sims, Police Chief, shared that the Police Department building was built to serve 40,000 residents and to hold 125 employees. He reported that the city currently has about 70,000 residents and 240 employees who are sharing a space designed for 125 people. He Communicated that the building has ongoing maintenance issues.

Missie Barletto, Public Works Director, recommended that the Police Department Building should be a top priority for renovations or replacement. She reported that replacement vs. renovation of the Police Department Building would be approximately a \$1.3 million dollar difference in cost.

Commissioner Boylston inquired about a park being created next to the Police Department Building.

Ms. Barletto remarked that a park would be an acceptable structure as per the green space deed restriction.

STREET REPAIRS:

Missie Barletto, Public Works Director, reported the city streets and roadways need to be resurfaced and repaired. She reported that the City created a "Pavement Preservation Program" to address these issues over the next ten years. The first two years would prioritize resurfacing deteriorating roads and sidewalks. She noted that the Osceola Park area is almost

complete, and the Northwest/Southwest Community streets are scheduled for repair next. Ms. Barletto reported that the repaired sidewalks would meet ADA compliant standards and that should be a \$1 million annual funding request from the Public Works Department.

GOLF COURSE RENOVATION & UNDERGROUND INFRASTRUCTURE:

Missie Barletto, Public Works Director, highlighted the plans for the golf course project. The cost of the project will come down due to the Utilities Department's assistance and construction is estimated to be completed in the summer of 2023.

The Commission engaged in a conversation with Ms. Barletto, Samuel Metott, Parks and Recreation Director, and Hassan Hadjimiry, Utilities Director, regarding the design, funding, and designation of the golf course.

Mayor Petrolia and Commissioner Boylston suggested looking into 3P opportunities to maintain the golf course instead of using taxpayer dollars.

Jennifer Alvarez, Interim City Manager, recommended scheduling a meeting to discuss the submitted design ideas for the golf course from Beth Daniel, Champion Golfer and Member of the Ladies Professional Golf Association (LPGA).

There was consensus to delay the project and schedule a workshop before incurring additional costs and finalizing a design.

PARKS REPAIR & REPLACEMENT:

Samuel Metott, Parks and Recreation Director, expressed that the playgrounds and amenities in the city's parks need continued maintenance. He reported that several parks had already undergone improvements. Mr. Metott commended his staff's efforts in managing the increased number of parks without hiring additional staff members over the past ten years. Additionally, he recognized that hiring a cemetery manager proved to be a success.

The Commission discussed how the Parks and Recreation Department needed additional staff. They suggested finding out how surrounding municipalities maintain their parks.

Commissioner Boylston, Commissioner Casale, and Mayor Petrolia requested staff to focus on improving the bathrooms within the parks.

Vice Mayor Johnson thanked Mr. Metott and his team for their diligence in maintaining the cemetery and parks.

FIRE STATION & TRAINING FACILITY:

Keith Tomey, Fire Chief, explained that Fire Stations 111, 112, 115, and the Ocean Rescue Headquarters are twenty-nine years old and needed constant repair or maintenance. He explained the facilities inadequacies and the urgent need for new buildings that will fit the needs of the department today. He expressed the need for expanding storage and office space for his officers and staff. Additionally, he addressed the city's agreement with the Town of Highland Beach. Chief Tomey also explained that his department is putting together a needs assessment for the Fire Department which would include the monetary estimates for next year.

EMERGENCY OPERATIONS CENTER- (EOC)

Keith Tomey, Fire Chief, acknowledged that the city does not have a permanent standalone Emergency Operations Center (EOC), which presents obstacles to respond and recover from a natural disaster or an emergency. He reported that the city needed a building that would be able to withstand a category 5 hurricane.

Mayor Petrolia recommended creating a facility where the EOC can be incorporated into the new City Hall Building instead of constructing a separate building for the EOC.

Chief Tomey informed the Commission he had identified a preliminary location at the training facility as a multi-use location/campus/complex. He explained that having the EOC further West would be a better idea.

Vice Mayor Johnson suggested having a Workshop regarding the design of the EOC.

FIRE TRAINING FACILITY:

Chief Tomey expressed the need for a Fire Training Facility. The facility would train firefighters for emergency situations which would enhance safety and efficiency. The fire department would be able to prepare staff for vehicle extrication, hazmat scenarios, and mobile operations. He believed that having a training facility would reduce costs for the city long term because they would no longer need to rent training facilities from other units. He reported that his staff had identified a potential location on Congress Avenue.

SOUTH CENTRAL REGIONAL WASTEWATER TREATMENT:

Hassan Hadjimiry, Utilities Director, presented his assessment of the South-Central Regional Wastewater Treatment Plant. He explained that the 2008 State Law mandates the city reuses 60% of the wastewater flows by the year 2025 and ceases to use ocean outfalls. He further explained that the South-Central Regional Wastewater Treatment Plant has been a joint

initiative with the City of Boynton Beach since 1979. Mr. Hadjimiry stressed that all city facilities should utilize reclaimed water for the city to meet the 2025 goal. The city also must renew their permit for another three years.

The Commission engaged in a discussion regarding the cities that are serviced by the South-Central Regional Wastewater Treatment Plant, the possibility of joint grant efforts, dispersing reclaimed water and the reclaimed water ordinance.

SEA LEVEL RISE AND STORMWATER:

Missie Barletto, Public Works Director, presented the city's challenges with Sea Level Rise and King Tide. She explained that the best defense is a healthy dune system, increasing seawall cap heights, and stormwater pumping stations. There would be \$380 million in improvements by 2048, which would include raising seawall caps, raising roadways, and increasing the size of stormwater pipes.

The Commission suggested making future and current homeowners aware of King Tide, FEMA flood maps and flooding issues.

MAJOR FINDINGS PRIORITIZATION OF CAPITAL PROJECTS:

Jennifer Alvarez, Interim City Manager, asked the Commissioners to identify their top 4-5 projects:

Mayor Petrolia: <ul style="list-style-type: none"> • Water Treatment Plant • Pompey Park • Golf Course 	Commissioner Casale: <ul style="list-style-type: none"> • Water Treatment Plant • IT/ E Government • Pompey Park • Golf Course • Streets Repair and Replacement • Wastewater
Commissioner Boylston: <ul style="list-style-type: none"> • Water Treatment Plant • IT/ E Government • Pompey Park • Police Station • City Hall • Golf Course 	Vice Mayor Johnson: <ul style="list-style-type: none"> • Water Treatment • IT / E Government • New City Hall / EOC • Pompey Park • Police Depart/Fire Department • Golf Course

- There was consensus to prioritize the following items:
- Water Treatment
- IT/E Government
- Pompey Park
- Police Department Headquarters
- New City Hall
- Golf Course Renovations/ Underground Infrastructure
- Wastewater Treatment

POLICIES, PROGRAMS, SERVICES, & IDENTIFIED OBJECTIVES BY DEPARTMENT:

ECONOMIC DEVELOPMENT:

Sara

Maxfield, Economic Development Director, presented the components that make up economic growth for a city. She stated that based on her discussions with staff, the following areas need economic assistance.

- Congress Avenue Corridor
- South County Administration Complex
- Inventory Development Opportunities that would support Business Attraction/Expansion

Ms. Maxfield, would like to focus on the following projects:

- Workforce Training/Career Path Opportunities
- Workforce Diversity/ Higher Wages
- Policies & Programming
- Incentive programs to help businesses grow and expand
- Changes in business

WEST ATLANTIC REDEVELOPMENT DISTRICT PLAN & GROWTH MANAGEMENT- KEEP DELRAY “DELRAY”:

Anthea Gianniotis, Development Services Director, explained that the Community Redevelopment Agency (CRA) adopted the West Atlantic Redevelopment Plan.

Mayor Petrolia stated that the CRA had been working to address the corridor and attract more businesses. She asked for an update on the Always Delray Comprehensive Plan which was adopted in 2019.

Ms. Gianniotis noted that the city is seeing more single-story areas allowing 3 and 4 story redevelopments. She emphasized that architecture matters and the only way of enforcing it is through the boards and committees. She raised the issue of selecting the board members and making sure they are well vetted for their seats.

WORKFORCE HOUSING:

Sammie Walthour, Interim Director of Neighborhood and Community Services, explained his department's function in accordance with the Commission and Task Force for Workforce Housing. He clarified that his department monitored seven Workforce Housing developments. He added that the department also provided support with purchase assistance, rental assistance, land acquisition, and code compliance to ensure properties maintain their value.

Anthea Gianniotis, Development Services Director, commented that more communities had been approved for Workforce Housing. She suggested finding different strategies to encourage workforce housing.

The Commission suggested regulating caps on fees such as garbage and

parking. They also asked how the UDAG funds would be utilized.

John Lege, Finance Director, confirmed the budget amendment for the Urban Development Action Grant (UDAG) Funds would be on the agenda for the June 8, 2021, City Commission Meeting.

COMMUNITY OUTREACH & WRAPAROUND SERVICES:

Javaro Sims, Police Chief, gave an update on the city's Community Outreach Program. He explained that the city created the program to help the homeless, those in need of mental health services, and those struggling with addiction. He further explained that Delray Beach is ahead of other municipalities and nearby neighboring communities with its programs.

Mayor Petrolia and Vice Mayor Johnson commended Chief Sims and the Community Outreach Team for all the services they provide to the community.

Vice Mayor Johnson suggested recognizing Saint Matthews Church, CROS Ministries Food Pantry, and Pedestrian Church for their partnership.

Deputy Vice Mayor Frankel inquired on the status of the Panhandling Ordinance No. 07-21 education period.

Chief Sims noted that brochures are in the process of being distributed to the public, businesses, media, and social outlets. He mentioned that educating personnel would begin in July.

There was consensus to generate and submit a plan to assist vulnerable communities.

YOUTH PROGRAMS:

Janet Meeks, Education Coordinator, discussed the challenges that schools are facing due to COVID-19. She stressed the importance of helping children get back on track through leadership opportunities, experiences, recreation, arts, engaging disconnected youth, and fostering training programs. Ms. Meeks suggested bringing back Civics Day, Career Day, Florida Government Week and Youth Council.

Commissioner Casale questioned the distribution of county funds? She expressed concern regarding Carver High School not having musical instruments. Additionally, she inquired about creating a program to help homeless kids in school.

Ms. Meeks explained the principals distributed the funds received. She stressed that more funds need to be allocated.

Commissioner Boylston acknowledged that Delray Beach has excellent schools, but more funds need to be allocated for schools and youth programs. He suggested Ms. Meek's operations budget request be raised from \$25,000 to \$100,000.

CITIZEN ENGAGEMENT FOR POLICIES & PROGRAMS:

Jennifer Alvarez, Interim City Manager, suggested that the Commission communicate its vision for citizen communication and engagement.

A discussion ensued on methods to deliver timely, interactive, proactive, purposeful, and concise messages to the residents. Some of their suggestions included creating a welcome packet and implementing town hall meetings.

Duncan Tavares, Assistant City Manager, recommended installing an app on mobile devices to push information to the residents.

Ms. Alvarez directed the IT Department to investigate real-time applications that residents can connect to when they have questions.

UTILITY RATE STUDY:

Hassan Hadjimiry, Utilities Director, provided a comparison between the City of Delray Beach and Palm Beach County Utilities:

- The city performed its last Utility Rate Study in 2003.
- There has been no rate increase for the last fifteen years.
- The city's commodity rates are low, especially for high usage.
- No incentives for water conservation.
- There is an inadequate Reserve Account for needed Capital Improvements.

Mr. Hadjimiry stated that the city could no longer continue operating at a low rate and provide customers a high level of service.

John Lege, Finance Director, informed the Commission that the rate study would begin in four months, followed by a presentation from the consultant on the results. He reported that Mr. Hadjimiry will then be looking for a 10-year Capital Improvement Plan and the rate and bond coverage will be figured into that study.

Mr. Hadjimiry explained that even with the rate increase, it would not cover the proposed Water Treatment Plant, but it will open the avenue to apply for P3 or bonding funds.

The Commission engaged in a discussion with Mr. Hadjimiry about gradually raising the rates, reserve funds, the rate study, and researching neighboring cities' utility rates.

Mr. Lege noted that performing the rate study will help the city evaluate potential options.

RECREATION PROGRAMS:

Samuel Metott, Parks and Recreation Director, gave a breakdown of the city's recreation programs.

- Youth Sports Programs - Adding Flag Football
- Established Youth Sports Council
- Senior Programs
- Community Events - Movies in the park
- Classes and Activities - Dance Classes
- Camp Programs
- After School Daycare
- Tennis / Pickleball
- Chess Tables

Javaro Sims, Chief of Police, suggested a joint initiative program/event to aid the community to become more inclusive.

Commissioner Boylston recommended providing transportation services to transport students to games and extracurricular activities.

CITY GOVERNMENT DISCUSSION AND PRIORITIZATION:

MAJOR FINDINGS: PRIORITIZATION OF POLICIES and PROGRAMS:

Sara Maxfield, Economic Development Director, requested support and direction from the City Commission on where the economic gaps are in the city and where they envisioned the city's time and resources were to be spent?

There was consensus to have a workshop on economic development.

The City Commission prioritized their top policies and programs:

- Utility Rate Study
- Community Outreach/Wrap around Services, Mental Health, Substance Abuse, and Homeless
- Youth Programs and Education
- Growth Management / Delray Overlay

- West Atlantic Redevelopment
- Economic Development

HUMAN RESOURCES

Duane D'Andrea, Human Resource Director, presented the Human Resources Department's goals for the upcoming fiscal year:

- Recruitment
- Hiring
- Retention
- Succession Planning
- Professional Development
- Performance Evaluation
- Employee Wellness

The Commission discussed recruitment practices that would help attract qualified applicants. Some of the suggestions included a loan repayment program, incentive pay for certifications, quality of life benefits, work from home opportunities and thinking outside of the box to stay competitive when hiring.

LONG TERM PLANNING & STRATEGIC PLANNING:

Jennifer Alvarez, Interim City Manager, inquired about which technologies or innovations would best serve the community. She also asked for consensus to work with John Lege, Finance Director, to develop a twenty-year plan for the city.

The City Commission provided input which included the desire to have the city fully transition to digital procedures and to establish an annual schedule for goal setting. They believed that it would be better to focus on short term projects due to the 20-year strategic plan that would be challenging with a new city manager and future commissioners.

IT/E GOVERNMENT:

Jay Stacy, IT Director, promoted the idea of creating an award-winning digital city.

He suggested some of the ways to create that were:

- Create a Mobile App
- Citywide Geographic Information System (GIS) Strategic Plan
- Paperless Workflows
- Cybersecurity
- Agenda Management System
- Two Factor Authentication

OUTSOURCE / INSOURCE:

The Commission engaged in a discussion with Jennifer Alvarez, Interim City Manager, about the city's process for insourcing and outsourcing projects.

Ms. Alvarez explained how the city evaluated insourcing and outsourcing.

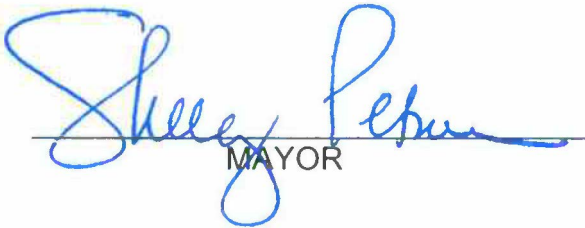
ADJOURN:

With no further business to discuss, the meeting was adjourned at 5:00 p.m.



City Clerk

ATTEST:



MAYOR

The undersigned is the City Clerk of the City of Delray Beach, Florida, and the information provided herein is the Minutes of the June 3, 2021, Goal Setting Workshop held on June 3, 2021, which minutes were formally approved and adopted by the City Commission on August 10, 2021



City Clerk

NOTE TO READER:

If the Minutes you have received are not completed as indicated above, this means they are not the official Minutes of the City Commission. They will become the official Minutes only after review and approval which may involve some amendments, additions or deletions as set forth above.