

CITY OF HOMESTEAD VISIONING AND GOALS RETREAT

MEETING ONE

**THURSDAY, JANUARY 17, 2002
5:30 P.M. TO 9:30 P.M.**

REPORT OF PROCEEDINGS

WELCOME

To initiate the Visioning and Goals Retreat, City Manager, Curtis Ivy, Jr., turned the meeting over to the meeting Facilitator, Janice M. Fleischer, of the South Florida Regional Planning Council's (SFRPC) Institute for Community Collaboration. Ms. Fleischer explained the process that would be followed. This is the first of three meetings to be held. All three are to be looked at as a whole. The purpose of the three meetings is to ensure the greatest amount of staff and public input into the review and refinement of the City's Goals and Objectives as well as having City Council members draft a City Vision.

At this first meeting, the participants were the City Council members; input from Observers was solicited in a variety of ways. Comment cards were provided which could be filled in and left with the Facilitator who would include all comments in the Report of Proceedings. Additionally, "Idea Parking Lots", large flipchart sheets used to note any items the Observers felt were not addressed during the meeting which they thought were important, were placed in two areas of the room. Anything written on these "Parking Lot" sheets would be transcribed along with all other work produced during the meeting and would be included in the Report of Proceedings.

At the Second meeting, to be held within the next two months, the participants will be the Council members along with all Department Heads. The purpose of this second meeting is to have Department Heads (with the assistance of the Council members) review all decisions made at the first meeting and begin the process of refining and defining Objectives to meet the Goals of the Council. Once again, Observers will be given the opportunity to provide input, both in writing and orally during a time period set aside for public comment.

The Third, and last meeting of the process, is to be held after the Council members and Department Heads have drafted Goals and Objectives for the City and have provided that document to the citizens of the City for their review. The participants at this third meeting would be the citizens of Homestead to have them voice their opinions on the pros and cons of the drafted Goals and Objectives. The Council members and Department Heads will be present to hear constituent's input. This information will be used to refine and finalize the City's Goals and Objectives.

The first meeting will be followed by a Report of Proceedings and the 2nd and 3rd meetings will be followed by transcripts of any work produced at the meetings. All this documentation will appear on the SFRPC Web site at: www.sfrpc.com, then go to "The Institute", then "Projects".

AGENDA REVIEW, DISCUSSION GUIDELINES

Ms. Fleischer went over the Agenda for the meeting (Exhibit "A). She then reviewed the responsibilities of a Facilitator as well as the Guidelines for Discussion. (See Exhibits "B" and "C").

SWOC EXERCISE

The first work to be accomplished by the Council was to identify the Strengths, Weaknesses, Opportunities and Challenges to the City of Homestead. The Facilitator directed Council members to their packets for the definitions of each item:

STRENGTHS (S): What are our assets? What makes people want to live/work/stay here?

WEAKNESSES (W): What are our liabilities? What do we not like about our community or neighborhoods? What services are we not able to provide?

OPPORTUNITIES (O): What factors will help/influence our community in the future? What assets are available to us to improve our community?

CHALLENGES (C): What factors are endangering our community? What might prevent us from making our community better?

Ms. Fleischer pointed out that the Strengths and Weaknesses are considered "internal" items, while Opportunities and Challenges (sometimes referred to as Threats) are considered "external" items.

Each Council member was given several sheets of post it notes and instructed to write one idea per note card. They could write as many ideas for each area (SWOC) as they wished. They were told to indicate with which area the note was affiliated (S=strengths, W=weaknesses, etc.) The following were the results of this exercise:

Strengths:

Land
Climate
Friendly people
Geographic location
Community awareness and activities
Land for growth of residential and businesses
Small town atmosphere
Small town lifestyle
Cost of living (affordability)
Quality of life
Workforce
Parks
Diversity
Cost of housing compared to Miami
Weather
Public access to elected officials and staff
Community activism, i.e. service clubs

Everglades National Park
Biscayne National Park
Florida Keys
Two fashion coordinated councilmen here tonight!!

Weaknesses:

Perception as a “poor” community
Quality of public schools
Schools
Jobs and job opportunities
Financial condition
Image
Small population of professionals who also live here rather than just work here
Lack of middle income families
Type of housing; lack of enforcement of living units
Too many functions outside scope of government
Quality of life
Transportation services
Lack of businesses to provide jobs
Lack of industry
Lack of quality office space for professionals

Opportunities:

Economic Development
Available land
Park of Commerce
Educational programs
Homestead Air Force Base
Involvement of the people
Growth
Orderly growth with lessons of what not to do-“Kendall”
Become another city beautiful without the snob appeal of Coral Gables
Move City Hall to urban transit center
Grant money
Communication
Ability to develop thousands of acres of residential homes

Challenges:

Lack of objectivity
Political structure
City’s finance situation
Keep Hospital in city limits
Not working together
Not listening to the people’s concerns
Remain our own community not just a bedroom community
Regain financial stability
Promote middle class residents and jobs by promoting our strengths
Lack of high paying jobs for future growth

Control growth
Lack of leadership or involvement of people
Balanced budget
Maintaining capable administrators
Maintaining our quality of life
Economic development
Maintaining our growth

These are the basis of the issues facing the City now. After reading through all the items, Council members were asked to keep the above in mind as they worked on refining their Core Values.

REFINING CORE VALUES

The Facilitator asked the Council members to review their current Core Values which had been articulated during previous administrations. They were:

- ***We believe in a Customer Service Focus.***
- ***We believe in an empowered work force.***
- ***We believe in efficient and effective governance.***
- ***We believe in an ethically based and operated government.***
- ***We believe in rational risk taking.***
- *We believe in a strong commitment to ensuring diversity in local government.*

Ms. Fleischer then showed the Council members the definition of a “Value”:

“A principle, standard, or quality considered worthwhile or desirable.”

After being lead through a discussion of the current values, what additional values might be added, and which might be changed or eliminated, the Council decided to articulate their Core Values in single words rather than sentences. The Facilitator suggested keeping the number of values at no more than 7. These values would provide the basis for drafting the City’s Vision Statement. The following Core Values were finalized by full consensus of the City’s Council:

- ❖ Efficiency
- ❖ Effectiveness
- ❖ Inclusiveness
- ❖ Responsiveness
- ❖ Accountability
- ❖ Innovative
- ❖ Diversity

At this point in the evening, participants took a break

VISION STATEMENT DRAFTING AND FINALIZATION

Upon returning from break, Council members were directed to their packets for a Booklet explaining the main aspects of producing a Vision. (Exhibits “D” and “E”). The Facilitator asked the Council members to break into two small groups to work through the questions contained in their “Vision Statement Worksheet” (Exhibit “F”). Each of the two groups would be given time to discuss the Worksheet, answer the questions and draft a vision statement for their group. The two vision statements created would then be projected on a screen for all to see while the Council worked through combining the two statements into one final Vision Statement for the City of Homestead. After lengthy and lively discussion, the final Vision Statement was approved by complete consensus of the Council:

The Vision of the City of Homestead is to be the premier residential and business community in which to work, live and raise a family. This will be achieved by a customer focused government capitalizing upon Homestead’s unique location and economic opportunities by embracing the following core values:

- *Effectiveness*
- *Efficiency*
- *Accountability*
- *Diversity*
- *Inclusiveness*
- *Responsiveness*
- *Innovative*

Council members decided to postpone reviewing and refining the Goals until after Department Heads had a chance to look them over in light of the newly drafted Core Values and Vision Statement and make recommendations for changes and additions. This will be done prior to the next meeting at which Department Heads and the Council will meet to further refine the Goals and Objectives.

IDEA PARKING LOT AND OTHER COMMENTS RECEIVED

There were no Comment Cards received nor any comments written on the Idea Parking Lots.

The meeting was then adjourned.