

APPROVED
CITY OF FORT LAUDERDALE
SUSTAINABILITY ADVISORY BOARD
CITY HALL CITY COMMISSION CHAMBERS – 1ST FLOOR
100 NORTH ANDREWS AVENUE
FORT LAUDERDALE, FLORIDA
JANUARY 24, 2011 – 6:30 P.M.

Members	Attendance	Cumulative Attendance	
		1/2011 through 12/2011	
		Present	Absent
Jon Albee, Chair	P	1	0
Alena Alberani, Vice Chair	P	1	0
Anthony Abbate (6:33)	P	1	0
Alexandra Anagnostis	P	1	0
Jaime Castoro (6:39)	P	1	0
Vicki Eckels	P	1	0
William Goetz	P	1	0
Donna Guthrie	A	0	1
Rebecca J. Walter	P	1	0

Also Present

Todd Hiteshew, Staff Liaison, Environmental Services Manager
D'wayne Spence, Assistant City Attorney
John Herbst, City Auditor
Fort Lauderdale Commissioner Charlotte Rodstrom
J. Opperlee, Recording Secretary, ProtoType, Inc.

Communications to the City Commission

Motion made by Ms. Eckels, seconded by Ms. Castoro, to recommend Mayor Seiler sign the U.S. Mayors Climate Agreement, and to couple this with a proclamation reaffirming the City's commitment, to be read at a Commission meeting. Board unanimously approved.

Motion made by Ms. Eckels, seconded by Mr. Abbate, to forward the following statement drafted by Ms. Eckels regarding Quality Management, Cost-effectiveness, and Budgeting for Outcomes to Sustainability Initiatives to the Commission:

A review of the Quality Management (QM) and Budgeting for Outcomes (BFO) source material makes clear the connection between the use of these methods/procedures and the development of sustainable communities. QM and BFO are fundamental to the process of transforming Fort Lauderdale into a sustainable city. Therefore, the Sustainability Advisory Board strongly supports the immediate adoption by the City of QM and BFO, the creation of a work group to oversee a pilot project, one which will lead

to a model that the City can use to systematically introduce these methods into budget planning by all departments. Board unanimously approved:

1. Call to Order

The meeting was called to order at 6:31 p.m.

- **Roll call – Introductions**

2. Approval of Meeting Minutes – December 2010

The Board noted changes to the minutes.

Motion made by Mr. Albee, seconded by Ms. Eckels, to approve the minutes of the December meeting as amended. In a voice vote, Motion passed unanimously.

3. Staff Liaison Report

Mr. Hiteshew reported they were moving ahead with the Energy Efficient Conservation Block Grants. The big component was the Smart Watts umbrella program, which included the revolving loan fund, energy rebates and the Home Energy Saver workshops. They had launched the rebate program December 1 and had allocated \$11,000 for rebates.

Mr. Abbate arrived at 6:33.

4 Member Discussion Items

- Selection of Chair and Vice Chair

Ms. Walter nominated Ms. Eckels for Chair and Ms. Alberani for Vice Chair. Ms. Eckels declined the nomination.

Ms. Walter nominated Mr. Albee for Chair and Ms. Alberani for Vice Chair, seconded by Mr. Abbate. In a voice vote, Board unanimously approved.

Ms. Castoro arrived at 6:39

- U.S. Mayors Climate Protection Agreement

Ms. Eckels stated the agreement had existed since 2007. She had suggested the City draft a proclamation to re-commit the City to the goals of the agreement. Ms. Eckels noted there was serious language on the agreement that was good to be reminded of.

Chair Albee remarked that Commissioner Rodstrom had arrived.

Motion made by Ms. Eckels, seconded by Ms. Castoro, to recommend Mayor Seiler sign the U.S. Mayors Climate Agreement, and to couple this with a proclamation reaffirming the City's commitment, to be read at a Commission meeting. Board unanimously approved. The Board agreed this would be a Communication to the City Commission.

- Legislation to Implement Cost-Effective, Clean and Renewable Energy Portfolio Standards

Ms. Eckels had learned that the County's Climate Change Task Force Subcommittee had taken up this issue for the County to sign. She agreed to monitor this, and in the future the Board could make a recommendation that the City Commission support the County initiative, or the City could pass its own resolution. She agreed to report the progress of the item to the Board next month.

- Clean Air Act

Mr. Hiteshew distributed a document regarding the bills that had been introduced in the previous congressional session, and explained that since they had not been voted on, they could only come back if they were re-introduced. Ms. Eckels said she would ask the Environment Florida group to keep her apprised of the status of the bills and if they were re-introduced, she would revise the statement she had written with the new bill numbers.

Ms. Eckels recalled the pushback they had experienced when she proposed the City sign on to the Environment Florida letter, and advised the Board should let the Commission know that from time to time, the Board would ask the Commission to take a stand on an issue. Chair Albee agreed this was within the Board's purview and recalled Mr. Abbate's remarks at their previous meeting that the Board should call the Commission's attention to what the impact would be to Fort Lauderdale if the Clean Air Act were watered down. Chair Albee stated the Board would monitor this item for future progress.

Chair Albee suggested there be an item on the Board's next agenda to discuss the format they wanted to adopt for future communication to the Commission.

- Draft of Presentation to Commission Proposing the Application of Quality Management, Cost-effectiveness, and Budgeting for Outcomes to Sustainability Initiatives

[This item was heard out of order]

Commissioner Rodstrom stated her office had put together a draft of ways departments could perform benchmarking and outcomes. She distributed the prototype to Board members.

Dr. Goetz explained that many City departments lacked outcome measures. He said 60 – 70% of follow-up on City programs dealt with processes, not outcomes. Dr. Goetz had started working some time ago on this, and noted there were many parallels with the requirement for sustainability to adopt a similar system: a quality management system that emphasized evidence-based protocols that were cost effective and followed principles of budgeting for outcomes.

Dr. Goetz had been working with people in the City to develop an actionable resolution that had been partially included in the Citizens Sustainability Green Committee's Sustainability Report. He had since modified the resolution so the first section was policy and the implementation section, which required City Manager input, was separated out. He had also included an implementation strategy.

Dr. Goetz had been asked to narrow the scope to indicate which departments could phase this in on a gradual basis. He felt it was important to include regarding sustainability. He stated they needed to determine the cost of the program and how to implement it. Dr. Goetz wanted to provide the Commissioners with a very concrete, actionable plan, "otherwise, it goes into a black hole." His proposal included creating a workgroup including City Department representatives and stakeholders from unions, the SAB and the Budget Advisory Board.

Mr. Herbst explained that there were different types of quality programs, and the idea was to determine "as an organization, what you do, why you do it, what's your reason for existence, and how you're demonstrating that to all the stakeholders involved." He said the concept was to broaden the view of who the stakeholders were and have a better measurement of what was delivered to them.

Mr. Herbst said his audit had dealt solely with performance measures, one aspect of the larger program. He remarked that the program gave one the opportunity to think about and re-engineer "what you do, why you do it and how you do it." Hopefully, this would allow narrowing the focus, streamlining processes and saving resources. He acknowledged that accomplishing the goals could be difficult, and outcome measurement was the hardest component. Mr. Herbst admitted the City was not geared toward this and they did not have the training in-house to do this well, but added there were many existing examples. He agreed that a pilot project would be a great starting point. This could be used to create a model. They should therefore choose an area where there was a high likelihood of success.

Chair Albee asked Dr. Goetz for a timeline. Dr. Goetz said he would speak to Acting City Manager Love this week to discuss narrowing the scope to departments where it

would be appropriate to implement. The next step would be to determine the cost and resources needed. Dr. Goetz had already drafted a memo with a suggestion for a resolution.

Dr. Goetz felt strongly that employees must be reassured that the findings would have no negative impact on them. Dr. Goetz had also suggested a plan for gradual implementation that asked the program directors to set goals and outcomes for their five most costly programs and to provide input on measurable criteria they could use to evaluate the effectiveness of the program in meeting those outcomes.

Dr. Goetz wanted the Board to recommend that these policies and programs be adopted with regard to sustainability initiatives and programs. He also wanted to establish the workgroup quickly.

Ms. Eckels had written the following statement as the Board's recommendation: A review of the Quality Management (QM) and Budgeting for Outcomes (BFO) source material makes clear the connection between the use of these methods/procedures and the development of sustainable communities. QM and BFO are fundamental to the process of transforming Fort Lauderdale into a sustainable city. Therefore, the Sustainability Advisory Board strongly supports the immediate adoption by the City of QM and BFO, the creation of a work group to oversee a pilot project, one which will lead to a model that the City can use to systematically introduce these methods into budget planning by all departments.

Mr. Abbate said he was uncomfortable with a resolution at this stage, and he was still trying to clarify "how this fits into the bigger picture." He recalled that this had begun as a way to integrate sustainability into the delivery of EECBG projects and a City-wide change in government culture, operations and service delivery to fulfill the recommendations of the EECBG. Dr. Goetz said the idea was to apply these principles to the EECBG programs and it would also help them to prioritize their initiatives. Dr. Goetz noted there was a lack of actionable outcomes in both the EECBG document and the SAP report.

Mr. Abbate stated there must be an entity whose purpose was to institutionally move this agenda forward. He said he was "not prepared to make recommendations at the detail level unless we have the whole thing worked out." He said he would accept a suggestion to model it after Miami Dade County's Office of Sustainability. Mr. Abbate wondered what the role of the SAB would be once the entity was established.

Mr. Herbst wondered if they should begin with an infrastructure to coordinate things City-wide or with a program that demonstrated the efficacy of what they wanted to accomplish. Mr. Herbst doubted they would get the support of the governing body and the administrative staff without identifying a department likely to succeed; this would help build support.

Ms. Eckels felt clearly there was a connection between QM and BFO as the foundation for sustainable communities. She thought it was important to make that connection in their communication. Commissioner Rodstrom felt if the Board made a recommendation to the Commission, it would encourage more buy-in.

Chair Albee stated the Board should indicate it supported BFO and QM as part of a sustainable City. They could then monitor their recommendation and if action was not forthcoming, they would take additional action.

Ms. Alberani said this should be a sustainability management system. She thought Fort Lauderdale was a member of the International Council for Local Environmental Initiatives (ICLEI,) which was developing their Star Community Index, which some communities were already working to implement. She thought the Board could recommend that this type of program be used for accountability and sustainability in the City's budget process. Ms. Eckels felt specifying these tools might be "at a granularity we're not trying to go."

Mr. Abbate said Ms. Eckels' statement did not mention sustainability standards. He stated, "There's no guarantee that just because you're efficient with your budget that you're going to be environmentally sound and you're changing your practices...it could, in fact, increase our carbon emissions." Ms. Alberani did not want to specify a measure, but wanted to include the three legs of the stool and that decisions take environmental resources into account.

Ms. Alberani agreed to forward the summary of the Star program to Mr. Hiteshew, and suggested one department could take this on as a one-year project and if it were deemed feasible it would be expanded. Ms. Eckels said she thought that Budgeting for Outcomes grew out of the environmental aspect. Mr. Abbate said Budgeting for Outcomes did not imply sustainability. Mr. Herbst said when they evaluated their outcomes, they established the programs with the assumptions that they reduced consumption; these were criteria they would use to evaluate the outcomes of the programs. Mr. Herbst had a business plan from Coral Springs that specified a goal of reducing consumption of gasoline. He said if the City established sustainability as a core value, this would be "imbued in everything we do." Mr. Abbate asked how the Board could ensure that sustainability issues would be "on that agenda." Chair Albee said they could never be certain, but it was up to the Board to monitor it.

5. Communications to the City Commission

Motion made by Ms. Eckels, seconded by Ms. Castoro, to recommend Mayor Seiler sign the U.S. Mayors Climate Agreement, and to couple this with a proclamation reaffirming the City's commitment, to be read at a Commission meeting. Board unanimously approved.

Motion made by Ms. Eckels, seconded by Mr. Abbate, to forward the statement drafted by Ms. Eckels regarding Quality Management, Cost-effectiveness, and Budgeting for Outcomes to Sustainability Initiatives to the Commission. Board unanimously approved.

Other Items

Ms. Alberani noted that Fort Lauderdale was a member of ICLEI, but on the City's website, there were no climate protection milestones, no listings of climate actions and no targets for operations or community. She suggested that this be updated this year. Mr. Hiteshew said he had discussed the ICLEI Five Milestones with the energy Manager. He agreed to report back to the Board on this.

Ms. Alberani suggested the Board develop a list of goals to accomplish this year, and Chair Albee recommended Board members send their suggestions to Mr. Hiteshew to compile.

Ms. Anagnostis said she had been in the shipping industry her entire career. She had owned a company that distributes environmental systems for approximately 10 years. Ms. Anagnostis said she would offer bullet points on the marine industry for the report. She explained that the Cruise Lines International Association (CLIA) was the local lobbying group for cruise lines, and there was a Memo of Understanding that discussed how the more responsible cruise lines performed their environmental stewardship.

6. Adjournment

With no further business to come before the Board at this time, the meeting was adjourned at 8:14 p.m.

Next meeting date: February 28, 2011

Attachments:

Minutes – December 2010

[Minutes prepared by J. Opperlee, Prototype, Inc.]