

APPROVED
City of Fort Lauderdale
Visioning Committee
4:00 p.m., Tuesday, May 10, 2011
City Hall, 100 North Andrews Avenue
8th Floor Conference Room
Fort Lauderdale, FL 33301

MEMBERS		REGULAR MTGS		SPECIAL MTGS	
		Present	Absent	Present	Absent
Tim Smith, Chair	P	2	0	1	0
Stanley Eichelbaum, Vice Chair	P	2	0	0	1
Peg Buchan	P	2	0	1	0
Alan L. Gabriel	P	2	0	1	0
Desorae Giles-Smith	A	0	2	0	1
Gloria Katz	A	1	1	1	0
Charles B. Ladd	A	1	1	1	0
Dan Lindblade	P	1	1	0	1
Gary T. Sieger	P	2	0	1	0
Wiley D. Thompson, III	A	1	1	1	0
Randall Vitale	P	2	0	1	0

Staff

Shannon Vezina, Staff Liaison
D'Wayne Spence, Asst. City Attorney
Chaz Adams, Public Information Office
Barbara Hartmann, Recording Secretary, Prototype, Inc.

Guests

John Fernsler, WRT
Silvia Vargas, WRT

Communication to City Commission

None.

I. Call to Order

The meeting was called to order by Chair Tim Smith at 4:03 p.m.

1) Roll Call

(As of this date there were eleven appointed members to the Visioning Committee, which means six would constitute a quorum.) Following a roll call by self-introduction, it was determined that a quorum was present.

2) Approval of Minutes from the April 11, 2011, Meeting

Motion by Mr. Gabriel, seconded by Mr. Vitale, to approve the minutes of the April 11, 2011, meeting. In a voice vote, the motion passed unanimously.

II. Overview of City Commission Action re Consultant Contract

Chair Smith reported that the City Commission approved Phase I (Mobilization) for the Visioning Effort in a 5-0 vote. The price tag is \$54,000. The consultants will move ahead and bill for that when the Mobilization is complete.

Chair Smith said that the approval process met with concern from City Commissioner DuBose, who wanted to make sure his constituents were well represented. The Commissioner said he would hold back voting on the forthcoming phases until he was satisfied with Phase I. Vice Chair Eichelbaum also mentioned that City Commissioners Rodstrom and Rogers expressed concern about the study covering the economics and implementation of the plan. Mr. John Fernsler from WRT commented that their contract was very clear that they cannot identify initiatives without also identifying costs and a potential revenue source. He added that in terms of funding issues, they cannot identify the funding source until the initiative is specified.

Ms. Vezina announced that Ms. Katz (who was absent) asked Ms. Vezina to read the following message out loud: "I think that having the Commission only approve the first phase of WRT's project is not worthwhile. I'd **hope** the Commission approves the entire thing and commits to it, or we should just forget about it. Postponing the remainder of the decision until a new City Manager can look at it or looking for funding that should have been set aside last year when we began this process, is just a delaying tactic as far as I'm concerned. Phase I is not worthwhile doing without Phases II and III to follow."

Chair Smith commented that Mayor Seiler and others talked about funding the project over two budget years, and he thought it was a good move, as the City can take money from this year's "rainy day fund" and then budget the bulk of the money next year.

Vice Chair Eichelbaum believed all the City Commissioners expressed commitment to it, and the only real issue was the buy-in of the new City Manager. Chair Smith remarked that all three of the finalists for the City Manager position thought the visioning process was important.

Mr. Sieger wondered if the Committee should invite the new City Manager to visit with the Committee and discuss the visioning process in general. Mr. Lindblade noted that was an item (j) on an alternate agenda in their packets. Ms. Vezina said the alternate agenda was put together by the consultant and was the agenda for their presentation.

Chair Smith stated they can decide at a later time when to have the City Manager come to the Committee.

III. Consultant Introduction: Wallace, Roberts and Todd

[Mr. Fernsler began a PowerPoint presentation.]

John Fernsler remarked that the firm, Wallace, Roberts and Todd, is a 100-person multi-discipline planning/design/visioning firm based in Philadelphia. He has lived in South Florida since 1975. He said Place Matters, a nonprofit foundation involved with technology driven interactive public engagement, will be assisting with the process. WRT practices values-driven planning, and they want the citizens to articulate the values and aspirations for the future that become the Vision Statement. The strategic plan that follows is the path to get to the Vision.

Mr. Fernsler continued that WRT has been involved with large-scale community visioning and strategic planning for many years and is currently leading two of the most ambitious community visioning processes in the country - Austin, TX, and Albany, NY. They have worked with large and small communities alike. He gave a few examples of where his firm has caused influence on the future of communities (the Inner Harbor in Baltimore, Delray Beach, South Beach and the Village of Key Biscayne).

Mr. Fernsler said that they had something to do with carrying out parts of the past visioning effort (Esplanade Park) led by Mr. Dressler. Sylvia Vargas, also from WRT, mentioned that the most recent effort they were involved in was the urban design and street plan for Sistrunk.

IV. Short Overview of the 4-Phase Project

Ms. Vargas referred to a chart in the PowerPoint presentation, which depicted the organizational structure of the roles. At the top were the citizens of Fort Lauderdale, then the Mayor and the City Commission, then the City Manager's office (in charge of administering the contract) and the Visioning Committee (the citizen-appointed committee to represent the interests of all the other citizens and to serve an advisory role). The City guides the contract; the Committee guides the process.

She continued with the chart, showing that under the City Manager's office, there is a connection between WRT and the proposed technical staff resource team (preferably Department Heads). WRT will lead the team and facilitate the process with the Committee. Mr. Fernsler is the principal in charge and Ms. Vargas noted she is the Project Director. There are sub-consultants who will be leading the public engagement process (Place Matters for marketing), and WRT will be leading the implementation pieces of the process.

Ms. Vargas noted the following responsibilities for WRT:

- Following the scope of work
- Facilitating the visioning process
- Coordinating all tasks and activities of scope of work with staff
- Leading public engagement events with Committee and staff support
- Preparing Existing Conditions Analysis (data collection and baseline is staff responsibility)
 - Mr. Fernsler stated they will look at the data and the trend information and identify arising issues. Ms. Vargas said that process will probably take place over the next six months. Mr. Fernsler remarked that the State legislature “did away” with the DCA, so there is no agency to report the analysis to, but the report still has to be done.
- Guiding the creation of the vision statement.
- Identifying strategic directions that will work for City of Fort Lauderdale in crafting the vision plan
- Developing the implementation strategy for the plan

Ms. Vargas outlined the responsibilities of staff as follows:

- Designated liaison between the consultant, the City administration and the Visioning Committee
- Administer the contract
- Manage the project
- Coordinate activities of the Committee and the consultant
- Channel for communications for all
- Provide meeting logistics
- Provide administrative support
- Collect and document data book needed for Existing Conditions Analysis
- Assist in public outreach and communications
- Reviews and prompts Committee review of all products delivered by WRT

Ms. Buchan asked who had determined staff responsibilities, and Ms. Vargas said WRT requested those assignments during the contract negotiations, due to the shifting in tasks. Ms. Buchan wondered where the funding was coming from to support those tasks. Mr. Fernsler said they had assumed that the City would cover the hard costs associated with photo copying and printing. Ms. Vargas said she assumed some documents would be available for download from the website, and some hard copies would need to be made available at libraries and other locations. Chair Smith said the City has its own printing division, and Vice Chair Eichelbaum said there needed to be facilitation of the budgetary issues.

Ms. Buchan wondered what amount of money was specified in the original contract. Mr. Fernsler said that some things such as flyers were identified as a City responsibility because WRT was asked to come back with a leaner proposal. He said the items that got shifted primarily involved the data book. Ms. Vargas added some funding got

shifted to the City was for the production of collateral marketing materials, such as post cards and posters for events.

Ms. Vezina commented that funding for the project was not included in the budget for this current fiscal year, so staff will have to identify funding.

Mr. Fernsler changed the topic to branding, as they wanted to get the Committee's approval at this meeting so they can proceed with graphic design.

Ms. Vargas clarified that when WRT was asked to modify the proposal, one of the things included in the package from WRT was a very detailed list of what they expected the City to provide. Chair Smith wanted to make sure the City gets that list.

Ms. Vargas then moved on to the Visioning Committee, noting that they see it as an appointed representative citizen group. Regarding the Committee charge, she thought they had done a good portion of the first part already. As for the second part, Mr. Fernsler emphasized to the Committee that it will be "crafting" the vision based on what is heard from the various stakeholders. He said it is about listening to the community, not coming up with the Committee's own vision. Ms. Vargas added that the Committee is the "eyes and ears" of the community and she hoped that the Committee would be involved in the public events.

Ms. Vargas listed the responsibilities of the Committee:

- Act in advisory role to City Commission
- Represent the broad community interests
- Promote citizen ownership of the process and its outcomes, and ensure ultimate citizen buy-in
- Collaborate with the consultant in crafting the Vision Statement based on outcome of community forums
- Provide feedback on deliverables that WRT creates
- Champion the plan

Vice Chair Eichelbaum thought several Committees should be formed to cover the geographical areas in direct relation to a City Commissioner, and they should be charged with getting participation from constituents.

Ms. Vargas defined the role of the technical staff resource team as follows:

- Occasionally meet with WRT and advise with regard to specific issues WRT requires their expertise on, such as transportation
- "Staff" also includes the MPO, Broward Transit, School District

Mr. Fernsler elaborated on the definition of a Vision Statement:

- A reflection of the community values and aspirations
- Consensus of public opinion on key issues

- Detailed description of the desired future character of the community in 20-30 years
- Statement of intent, a commitment to steer a different course toward a strategic direction to the vision
- Reference point for the plan
- Becomes a self-fulfilling prophecy (very important)
- Not a mission statement or statement of organizational intent or “who we are” - it is “what we want to be”
- Not a comprehensive plan
- Not just a “pretty picture” visualizing what the City will look like, although that may be a component of the vision plan

Mr. Fernsler continued by listing the characteristics of an effective Vision Statement:

- Transparent
- An honest reflection of what we hear
- Memorable and imageable so people have to create a vivid image of the future
- Positive and ambitious (a plan that exceeds what we think is within our grasp)
- Inspired and forward looking

Mr. Fernsler listed several things needed to “get it right”

- Community has to own the process
- Create a palpable sense of optimism in the community
- Carefully establish several strategic directions (critical)
 - Cannot have a long laundry list of ideas
 - Items have to be doable (have resources to accomplish)
 - Items have to have catalytic effect of setting in motion other investments to gain momentum

Vice Chair Eichelbaum asked Mr. Fernsler to describe how they achieved community engagement in the Sistrunk and Key Biscayne projects. Mr. Fernsler answered that in Sistrunk they worked with Pam Adams to mobilize the community and had outreach in churches, schools and went on their turf to provide a comfort level. Ms. Vargas said the community was skeptical at first, but they soon had crowds of about 50-100 people showing up. When interest began to wane in the organized meetings, WRT went to churches and other venues.

Mr. Fernsler said Key Biscayne was very different. The Steering Committee was “brimming with excitement” and had a lot of leisure time. They were leaders of the community and insisted that their constituents participate. They did the branding, tee-shirts, posters and so forth.

Mr. Lindblade commented that there is a group of business leaders who are not going to show up for an event because they feel it is “just another study” that will end up on the shelf. He added they have to be careful that they do not focus on minorities to the

exclusion of others. Mr. Fernsler responded by saying that there is a separate approach for that segment which will target specific people in one-on-one sessions.

Vice Chair Eichelbaum also brought up the problem of seasonal residents who are gone for the summer.

Mr. Fernsler continued that the major activities will be community forums. He also talked about coming up with a brand that will pique the imagination and become a self-fulfilling prophecy. Other techniques may include the use of social media like Facebook and Foursquare. Chair Smith suggested that Mr. Fernsler meet with the City attorneys regarding Facebook concerns. Ms. Vargas commented that they would like to include social media to reach a larger audience. Mr. Spence said there are also issues in posting to a website involving Sunshine Laws and public records. Ms. Vargas assured the Committee they would retain the records. Typically the comments would be turned into an email channeled through Ms. Vezina to WRT. Documents could be posted for review and advertising could be posted for events.

Mr. Fernsler remarked the Committee would be helping WRT, and the Committee members would function as a Speakers' Bureau for outreach to various entities members are already involved with such as Rotary.

Mr. Fernsler commented that he is aware that the previous visioning process targeted investment in the downtown and the beach area, and that is a "hot button" to many people. WRT wants to ensure that residents feel there is level playing field this time.

He continued that there is a limited budget and he does not want to see a lengthy wish list that cannot be acted upon. Priorities have to be established.

Mr. Fernsler stated that Phases II and III will be running parallel to each other. The Existing Conditions Report, which will dissect the data book, will see the trends and determine what they mean. The Vision Statement itself will be a product of the community forum series on aspirations and values, and the final phase will be the Implementation Strategy. He added that the primary purpose of the Mobilization Phase will be getting ready for the process, and most importantly, getting people's attention through branding, open houses and other activities.

As an aside, Ms. Vargas pointed out that the items marked with a red asterisk (Quality of Life survey, Focal Area workshops) in the original scope should have been deleted. Mr. Fernsler explained they had retained a national firm to do a survey to validate the results of the community forums, which is very expensive. The focal area workshops were not something the City specifically asked for and since they are expensive, WRT thought perhaps the City could do it later. He added there will still be informal surveys at the website and at community forums.

Mr. Fernsler commented that they thought the branding could be linked to the Centennial, with the Centennial looking backward and the branding looking forward. Their first idea was "Fort Lauderdale Forward." Ms. Madsen said her team would like to "chew" on that idea. Other words that were suggested were "future" and "next wave" and "I got vision." Ms. Vargas asked the Committee members to email Ms. Vezina if they come up any other ideas, and they will forward them to Ms. Madsen. Mr. Fernsler emphasized the urgency to get the brand established. Mr. Fernsler stated that the brand and the schedule of open houses will be first up on the website.

Ms. Vargas added that the Committee needs to start thinking of who to invite to the stakeholder meetings and invitations. Ms. Vargas envisioned about 40 interviews, depending on how the list evolves, but Mr. Fernsler suggested 30 interviews or small groups. There was a discussion about how many interviews to have and how to conduct them. Ms. Vargas said they will provide a generalized list of criteria of who to invite.

V. Phase 1: Mobilization (2 months)

Ms. Vargas and Mr. Fernsler proceeded to detail the project kick-off, which has started with this meeting. She added they are setting up tentative time frames for other activities.

Project Kick-off

- 1) WRT meets with Visioning Committee - today
- 2) WRT meets with TSRT – early June
- 3) WRT collects GIS maps, aerial photos, past and current relevant studies
- 4) Stakeholder/Opinion leader interviews
 - a. Ms. Buchan wanted to have opinion leaders under age 45 interviewed.
 - b. Ms. Buchan asked to have a list of 30 top stakeholder criteria, so the Committee could put names to the list.
- 5) Preliminary Stakeholder Issue Identification Report
- 6) City Commission Briefing
- 7) Media Briefing
- 8) City/Community Tours – sooner is better
- 9) Website
- 10) Social Network
- 11) Public Open House – main event, engage the public
 - a. Get attention, understand theme, understand the intent of the visioning process.
 - b. Two steps
 - i. Meet the Committee and consultant (2 hours)
 - ii. Tour of City (1.5 hours) looking at three things: look at past accomplishments such as Sistrunk; see immediate challenges such as commercial highway corridors; give them a challenge to

photograph opportunities in their community (these will be forwarded to Ms. Vezina and posted on website)

1. Cover whole city
 2. Have help from Planning Department to plan tour
- c. Mr. Eichelbaum said they ought to be neighborhood specific and “macro to the City.”
- d. Three or four open houses
- 12) Project Branding – beginning of June

Chair Smith introduced Mayor Jack Seiler, who entered the room briefly at 4:18 p.m.

Since several members had to leave the meeting at 5:30 p.m., there was discussion on when to have the next meeting. The next Committee meeting was set for Tuesday, May 24, at 5:00 p.m.

Chair Smith reminded the Committee members to respond to the emails regarding branding and stakeholder identification.

[Mr. Gabriel and Mr. Lindblade left the meeting at 5:30 p.m.]

Vice Chair Eichelbaum expressed a concern about not considering Best Practices on a global basis, and wondered if there would be any discussion about it during the group meetings. He continued that he understood that briefing people about Best Practices was not part of the contract. Mr. Fernsler said that approach is in contrast to WRT’s approach, as they are not trying to educate people about what their vision should be. Ms. Vargas added that there is a task under Phase II, part of their analysis of the Existing Conditions, where they actually ask staff to identify and research comparables. Mr. Fernsler clarified that the Best Practices will be applied to the selected prioritized strategic directions. If, through that process, the Committee decides on a particular course of action, then WRT would consider Best Practices. He stressed they will not be leading the community, but will be listening to them. WRT cannot apply Best Practices until the community has decided on a path (tourism, music, technology and so forth).

Chair Smith brought up the subject matters that had been identified in the RFP as being important to Fort Lauderdale, such as education, economic development, infrastructure, marine industry, transportation, tourism industry, quality of life in neighborhoods, public safety, and recreation. Mr. Fernsler commented that those would provide a good way to organize the vision into those topics.

Mr. Vitale also suggested the Six Pillars framework, put on by the Florida Chamber Foundation. Ms. Buchan said she looked at the six pillars, compared to the scope of work, and saw that only one area was missing from the RFP, medical. Ms. Buchan remarked that she does not know if it is a better framework, but it is attractive to the

business community, and might be in the best interest to adopt that. She will forward it to Chair Smith for consideration.

Mr. Sieger thought they were coming up with a process to go to the community to see what the community thinks about what Fort Lauderdale should be. Mr. Fernsler mentioned two areas of raw material: vision and aspirations of the community without prompting; what WRT perceives in the trends (such as vacancies along Federal Highway).

VI. Public Comment

Chair Smith opened the floor for Public Comment at 5:43 p.m. He said that once community input is started formally in the visioning process, he did not know if they would still have public comment at the Committee meetings. He reminded the audience that they have three minutes to speak.

C. J. Beck brought with him a document showing the best 2009 global brands and he passed it around the table. He contended that experts can better predict the future than a broader base, and suggested global thought leaders. He asked WRT where the input was from bond flotation, investment community, tourism prospects from Europe and the Far East, marine input and so forth.

Mr. Fernsler said he could not answer those questions, because the first question is what the community aspires to be. He reiterated that WRT's approach is "bottom up" not "top down."

Mr. Beck concluded by saying that his approach is talking to discreet, influential groups first, rather than taking the "populace" approach.

Art Seitz spoke about the \$70M International Swimming Hall of Fame project and how only one company responded to the bid. He also critiqued the proposed plans for the project. He thought it should have major restaurants and attractions linked by a Riverwalk type of thing.

End of Public Comment

Mr. Fernsler said they are done with their presentation and are anxious to get started on the project. He emphasized teamwork and the complementary roles that the Committee, staff and WRT have to play in the process.

Vice Chair Eichelbaum wondered what was permissible in terms of communication between Committee members and WRT, and Ms. Vargas responded that it would be easier if communication were channeled through Ms. Vezina. Mr. Fernsler said he understood from the City Attorney's office that they should not be having individual meetings or conversations outside of a noticed meeting. Chair Smith clarified the

Sunshine Law, noting that two people on a decision making body cannot meet out of the public meeting. Ms. Vezina reminded the Committee that they can call WRT for purposes of a minor inquiry, but not to direct the consultant. Ms. Vezina reminded the committee that in March, the City Attorney opined that no one from the Committee is to be meeting outside of the publicly noticed meetings with the consultant. Ms. Vezina recommended that communication go through the staff liaison, as is commonly done, to avoid any appearance of violation of Sunshine or inappropriate action.

Mr. Sieger wanted to clarify if, as members of the Committee, acting as stakeholders, could they be interviewed by the consultant. Ms. Vargas said they could.

Mr. Fernsler elaborated on why it would be good to go through Ms. Vezina, as in the case of a Committee member calling him up and discussing a particular topic, then the Committee member telling another Committee member that Mr. Fernsler told him such and such. Chair Smith agreed with his point.

Mr. Vitale suggested using the Florida Score Card for tracking output on the website. Mr. Fernsler said that would be excellent for initial assessment and updated annually. Mr. Sieger concurred with Mr. Vitale that the website should make it easy for someone to drill down. Mr. Fernsler asked for more information about how Fort Lauderdale ranks according to other Florida communities. Ms. Vargas remarked they need to consider that there is/will be a comprehensive plan in Fort Lauderdale. She did not want to be redundant or contradict what would come of that process.

Mr. Sieger expounded on the comprehensive plan as the roadmap for where the City is going. Mr. Fernsler said they need to identify what components need to be adopted as part of the comprehensive plan to make it legally binding.

Mr. Vitale returned to the discussion of the software, and how a user can see all the strategic goals on the first page. The example he showed was for the City of Durham and was called www.durham.visiblestrategies.com. The Florida Score Card was another type of software that could be used. Ms. Vargas remarked that the trick is having a valid source for data.

VII. Discussion of Committee Role Going Forward/Next Meetings/s

Chair Smith said he has been concerned about Committee attendance, particularly from District 3. Ms. Giles-Smith is the appointee for that District, and Chair Smith asked for an update on her attendance and how close it is to having an action taken. Ms. Vezina noted that the attendance had reset, and as of now, she has two absences. Chair Smith is concerned that the Committee needs to include input from that District. After discussion, it was decided that Ms. Vezina will communicate with Ms. Giles-Smith to see if there is an issue with scheduling, and maybe the Committee can change their schedule to accommodate her.

Chair Smith announced he will be speaking to the Council of Civic Associations about the visioning effort. He will try to be a cheerleader for the effort. Mr. Vitale suggested putting together a PowerPoint or bullet point presentation that each Committee member could take out for presentation so that the information is consistent. Ms. Vezina said she and the consultants will be working on one. Ms. Vezina will see if it is possible to bring the presentation to the next meeting. Mr. Vitale can send a template.

Chair Smith wondered if public input should be a part of their meetings from now on. A discussion ensued with the following ideas mentioned:

- Some members thought it would be beneficial if more than one or two showed up
- The public could take advantage of that opportunity to lobby for their causes
- Input should be limited to 3 minutes and be limited to input on the process
- Input on visioning should be done at community forums
- Perhaps the meeting time prohibits others from attending

Chair Smith said they would put the matter on the agenda for their next meeting so they could vote whether it is appropriate to continue Public Comment at their Committee meetings. Mr. Vitale volunteered to be the "Sergeant at Arms" to monitor the time and topic of public comments at the next meeting. Mr. Vitale commented that the Visioning is going to be a public relations campaign and they do not want to do anything short-sighted that might damage the public's view.

VIII. Other Business

Vice Chair Eichelbaum said four of the Committee members had attended 90% of the meetings, so there is a shortfall of attendance.

Chair Smith wondered if they need to enlarge the group, as most of the technical items are out of the way and public relations is going to be the bulk of what is left. Mr. Sieger thought the Committee would still be advisory to the City Commission, and their role would become larger. Mr. Vitale will send a drafted letter to Ms. Vezina for her to send out urging Committee members to attend the meetings.

There was a discussion on the time of day, and acknowledgement that a set schedule of meetings is good so that people can plan their calendar in advance. It was noted that it has been 18 months since members were asked their preferred meeting date, so maybe it is time to ask again.

Ms. Vezina noted that by increasing the numbers on the Committee they will also be increasing the numbers required for a quorum.

IX. Communications to City Commission

Not addressed (none).

X. Adjourn

Motion by Mr. Vitale, seconded by Vice Chair Eichelbaum, to adjourn the meeting at 6:40 p.m. In a voice vote, the motion passed unanimously.

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