

**APPROVED**  
**City of Fort Lauderdale**  
**Visioning Committee**  
**4:00 p.m., Tuesday, October 11, 2011**  
**City Hall, 100 North Andrews Avenue, 8<sup>th</sup> floor,**  
**Fort Lauderdale, FL 33301**

<b>MEMBERS</b>		<b>REGULAR MTGS</b>		<b>SPECIAL MTGS</b>	
		<b>Present</b>	<b>Absent</b>	<b>Present</b>	<b>Absent</b>
Randall Vitale, Chair	P	6	0	2	0
Alan L. Gabriel, Vice Chair	P	6	0	2	0
Peg Buchan	P	6	0	2	0
Stanley Eichelbaum	P	5	1	0	2
Desorae Giles-Smith	A	1	5	1	1
Gloria Katz	A	3	3	2	0
Charles B. Ladd	P	4	2	2	0
Dan Lindblade	A	4	2	1	1
Gary T. Sieger	A	4	2	2	0
Tim Smith	P	5	1	2	0
Wiley D. Thompson, III	A	3	3	2	0

**Staff**

Sue Torriente, Assistant City Manager  
Valerie Florestal, City Manager's Office  
Amy Knowles, City Manager's Office  
Rollin Maycumber, Department of Sustainable Development  
Adrienne Ehle, Department of Sustainable Development  
Greg Brewton, Department of Sustainable Development  
Chaz Adams, Public Information Office  
D'Wayne Spence, City Attorney Office  
Shannon Vezina, Public Information Office  
Jimmy Koeth, Staff Liaison  
Barbara Hartmann, Recording Secretary, Prototype, Inc.

**Communications to City Commission**

**Motion** by Vice Chair Gabriel, seconded by Ms. Buchan, to make a communication to the City Commission acknowledging the termination of the Committee on December 31, 2011, and recommending the City Commission extend the Committee's term through completion of the Vision Action Plan. The Committee also requests a confirmation or further clarification of the Committee's duties during that time period. In a voice vote, the motion passed unanimously.

**Motion** by Vice Chair Gabriel, seconded by Mr. Eichelbaum, to acknowledge the outreach done by the City departments for District 3, advising the citizens of the

workshops that they just had, and should be continued in the future. In a voice vote, the motion passed unanimously.

## **I. Call to Order**

The meeting was called to order by Chair Randall Vitale at 4:13 p.m.

### **a. Roll Call**

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

### **b. Conference call participation**

Mr. Koeth said there would not be a conference call.

### **c. Approval of minutes from the September 13, 2011, meeting**

Chair Vitale stated that he received an email (memo) as Committee Chair with copies to some City staff from former Mayor Dressler, and he distributed copies of the email. Mr. Dressler would like the memo entered as an addition to the minutes.

**Motion** by Mr. Smith, seconded by Ms. Buchan, to add Mr. Dressler's comments as an addendum to the minutes of September 13, 2011, meeting and to approve the minutes without corrections. In a voice vote, the motion passed unanimously.

## **II. City Staff Presentations: Greg Brewton, Director, Department of Sustainable Development**

Mr. Brewton informed the Committee that the Department of Sustainable Development used to be the Planning and Zoning Department. The new department encompasses these former departments: Economic Development, the Beach CRA, Northwest CRA, and Building Services Department. The Housing and Community Development Department continues as part of the new department. He wanted the Committee to be aware of the resources available to them from his department.

Mr. Smith asked about the status of the Existing Conditions Report. Mr. Brewton said they have been providing information to the consultant, but he is not sure when the report will be complete. Ms. Torriente remarked that she has been meeting with staff to link the Strategic Plan to the visioning process, the Action Plan and the budget. She introduced Amy Knowles, Assistant to the City Manager, who was hired to help with the strategic planning/performance improvement. Ms. Torriente stated that Ms. Knowles has been meeting with staff and are gearing up for the Existing Conditions Report.

Ms. Vargas confirmed that the first piece of the task was the data collection, part of Phase I, and it was transferred to the City staff to do. Ms. Vargas reported that her team met with staff, provide models as to what they expected to do themselves, and suggested that 1995 report was a good reference point. The Existing Conditions Report (community assessment) itself is part of Phase 2, and they cannot work on it until that part of the contract is authorized, and until staff completes data collection.

Mr. Koeth reported that staff has made “significant progress” and distributed some of the information they have so far. He added that the 1995 report is “on their list” and they have gathered information from a large group of sources (County, in-house, Census data, U.S. Fish & Wildlife). Ms. Buchan commended staff for their support with the open houses.

Mr. Eichelbaum commented that the progress so far is very promising. He expressed a concern that a big share of the project is about City processes, rather than visioning. He wondered how they would get the stakeholder input so they are not talking only about the homeless and immediate concerns. Ms. Vargas answered that establishing the baseline of existing conditions is tremendously important in helping to identify the path to move from the trends to the vision (establishing a strategic direction). Secondly, the City will use the baseline to measure progress once the vision is completed.

Mr. Eichelbaum wondered how the citizen engagement would go beyond immediate concerns such as broken curbs and homeless issues. Mr. Brewton replied that the Committee must be an integral part of digesting the information provided. He said the Committee will make a determination as to whether they have sufficient information. Mr. Eichelbaum thought the Committee was to play a monitoring process, not informational. Mr. Brewton referred to the resolution, saying that the Committee will be recommending to the City Commission on a plan, more than just monitoring the process.

Ms. Vargas remarked that in the process of preparing their report, the consultants and the Committee need to work together to determine if homelessness is one of the issues that the vision needs to address. She said that sometimes people come into the forums with preconceptions, but after talking to others, they may change their mind about their priority issues. She added they do not want to be at the level of “fixing the curb on the corner.”

Mr. Smith commented that the consultant had a board on the wall at the forum which asked people to think of one bold idea for the vision, and this was to get their thinking away from the “curbs” and other such concerns.

Mr. Smith said he hoped that they would still look at best practices and trends and see what other cities are doing. Ms. Vargas assured the Committee that they would be communicating the best practices back to the community via the forums. She continued that they are considering sequences to make the process more effective, such as

having the Phase 2 open houses after the visioning forums. By doing that, they could tie together where the people say they want to go, and where the trends say the City is going.

Vice Chair Gabriel wondered if Phase 1 was almost over, and Ms. Vargas replied there are a few minor tasks left, which may be rolled into Phase 2. Vice Chair Gabriel thought the City Commission would want to see Phase 1 completed before moving to Phase 2. Ms. Vargas said that data collection cannot all occur at once, as additional information comes up as they go along. Vice Chair Gabriel reiterated that City officials have indicated that until the consultant submits the necessary reports, they will not move to Phase 2. Ms. Vargas replied that there is no report coming out of Phase 1. Mr. Brewton believed they have communicated to the City Commission that information will be continuous, and there should be no delays. Ms. Torriente stated they have met with the consultant, looked at the contract as it relates to Phase 2 and said staff is not holding up the process at all.

Ms. Vargas confirmed that they asked the stakeholders to come up with what they thought was visionary in their fields. She said that whenever there was a reference to something that someone was doing, they put it on a list.

Mr. Koeth commented that when WRT has a server available, they are ready to upload a lot of data, which will facilitate a greater exchange.

### **III. Wallace Roberts & Todd: Open Houses Debriefing/Report**

Mr. Smith was concerned that Phase 1 was not complete. He thought that the stakeholder interviews did not gauge the issues as described. He researched to see how many people were interviewed that the Committee had initially selected. He said that nobody from the faith community was interviewed, no former elected officials, no former city managers, no Haitians, Hispanics, realtors, County Commissioners, and no one from the Galt Ocean Mile, hospitals, Rotary club, from lower education, nor high school principals. He remarked that some area professionals were very excited and wanted more people to come with them. He wanted to ensure that it is a city-wide effort, but said that almost all of the interviewees were in the middle of downtown, and he did not think the rest of the City was represented. He thought the consultants needed to do more interviews, and proposed that the Committee ask the consultant to do another 20 interviews or ask the Committee to do it.

Chair Vitale asked Ms. Vezina to describe what occurred from the time the list was created. Ms. Vezina said they put the list together over several months' time. She has also spoken with Mr. Smith and the consultants, and said that WRT is not opposed to determining areas of concern or people who were overlooked and see what can be done to involve them. She said they took the original list, looked up contact information for each person and invited them to come to a stakeholder meeting. She put together a

schedule of meetings (22 meetings over a course of four days), and talked to about 60 different people.

Mr. Adams commented that the consultants have not said the stakeholder process is completed, but that it is ongoing. He suggested that if anyone has names to submit, to send them either to him or the consultant and the P&Z folks. Mr. Adams continued that they interviewed over 60 people, even though the target number was 20-30. In addition to person-to-person interviews, they did telephone interviews. In addition, he pointed out that the downtown area is where many cultural and tourism organizations are based.

Mr. Smith acknowledged that that was a good point, and commended the staff and consultant for their hard work. He reiterated that his concern was that they overlooked some people.

Mr. Eichelbaum commended Mr. Smith for his map (showing where the interviewees were placed), but did not consider it a staff/consultant mistake. He thought the Committee needed to more diligent. He proposed that a small committee meet to consider the situation and assure that the Visioning Committee goes in the right direction.

Ms. Buchan agreed with Mr. Smith's assessment of the interviews, and she also commended Ms. Vezina for her homework. She continued that that section was called "Stakeholders Meetings" - yet there were entire groups who did not get interviewed for one reason or another. She said that if it was not against the "rules of visioning," that Committee members could also do interviews in a coordinated fashion.

Mr. Smith said it is difficult to contact some of the stakeholders due to their schedules. He suggested having a "visioning desk" in the lobby of City Hall where stakeholders could meet them.

Ms. Vargas stated they have constraints according to their budget, and they had set aside four days for the stakeholder interviews. She acknowledged that it was difficult for Ms. Vezina to contact the interviewees. She added that there were Haitian and Hispanic individuals who were interviewed, but they were representing other groups. She emphasized the interviews were the initial step to "get a flavor" of the issues. Ms. Vargas reiterated they are willing to conduct additional interviews. She stressed that the product of this particular task was not the final list of issues, just an identification of potential issues. She commented that the report they have now was part of a preliminary presentation she gave, and that a final report will be forthcoming. Their scope says they will continue to supplement that report through all phases.

Ms. Vargas remarked that they are willing to hold stakeholder telephone interviews/other meetings as they move forward. Mr. Smith asked Ms. Vargas how she felt about having Committee members fill in, and she said she had never done that, but

did not see it as a problem. She cautioned, however, that they should all follow the same format, so that the interviews are “apples to apples.” Chair Vitale verified that they could add new names to the list.

Ms. Buchan said that she would like to have Ms. Vargas present at the interviews. Secondly, she said the Committee members need to continue to be vigilant about remaining on course, but does not want the consultant or staff to perceive it as a critique. She emphasized that whenever they state anything, they are not trying to put down a fellow Committee member or anyone else down.

**Motion** by Mr. Smith, seconded by Ms. Buchan, to ask the consultant and staff to figure out a way to include these groups that he has and others might have, and that they get interviewed in the same fashion as the first ones, so that they are doing “apples to apples,” and that the consultant uses the Committee members if they want, and interview them prior to moving ahead in Phase II. Motion withdrawn by Mr. Smith, and second withdrawn by Ms. Buchan.

Mr. Spence said that the motion has an issue, as the Committee cannot direct the contract nor can it direct staff, as it serves as an advisory body to the City Commission. He stated that the motion should be in the form of a Communication to the City Commission, asking them to ask City Manager to direct staff to direct the consultant. He explained that the City Manager is responsible for the administration of the contract.

Mr. Eichelbaum proposed that the Chair name a committee to study this expeditiously and come back directly to the consultant with a list of groups and recommendations of how it is facilitated, using Committee members or whoever else to make it happen as quickly as possible. Mr. Spence said a sub-committee cannot be created. Ms. Vezina explained that they would have to go to the City Commission to request approval to create a sub-committee. Mr. Ladd felt the Committee had fallen into the trap of making motions prematurely before thinking things through. He suggested first getting consensus on what it is the Committee wants to do.

Vice Chair Gabriel was concerned that these actions would delay the entire process. He urged the Committee to go forward, and add interviews as they go along.

Mr. Smith thought they just needed to have 12 more interviews as soon as possible.

Vice Chair Gabriel asked Mr. Spence if the members could volunteer their time and have the interviews. Mr. Spence said that if an official action is coming from this Committee directing Committee members to go out and make interviews, then they need direction of the City Commission. He hesitated to advise them that it is alright for them to go out independently, conduct official business, and bring it back to this Committee.

Ms. Vargas said she would like to consult her partner, but if the Committee comes up with a list (which could be grouped individuals), she said she could talk to staff about whether they could do phone interviews.

Mr. Spence thought the City Manager's office was in a better position to understand where the City is in its contract obligation with the consultant. He wondered who would be paying for the telephone interviews, and Ms. Vargas replied that she would have to discuss it with her partner.

Mr. Ladd wondered if they could request the consultant at no additional charge to conduct the interviews. Mr. Spence responded that the contract is not between the consultant and the Committee, and the people Ms. Vargas has contracted with are not aware of any of the recommendations/suggested changes that this Committee is considering. He reiterated that it would be advisable to transmit the Committee's findings and recommendations to the City Commission in a Communication, and ask them to address the suggested changes to the contract.

Ms. Buchan wondered if the consultant could ask the Committee for volunteer help. Mr. Spence responded that the Committee is comprised of people appointed by the City Commission. As an advisory committee to that body, the Visioning Committee answers to them. There is nothing that would prohibit the consultant asking for the Committee's help, but there is no relationship between the Committee and the consultant.

Chair Vitale verified that Ms. Vargas could ask for volunteers from the Committee, as long as the Committee does not require that they volunteer.

Mr. Smith asked if he could submit his list to someone, and Mr. Koeth accepted the list. Vice Chair Gabriel requested that the other Committee members get a copy of that list, and Mr. Eichelbaum also requested a list of who has already been interviewed.

Vice Chair Gabriel stated that the consultant could choose not to proceed in any of the interviews in the next month or so, and go to the City Manager or City Commission and make the statement or presentation that the additional interviews will be done as they move forward. Ms. Vargas understood that option.

Mr. Smith confirmed that Ms. Vargas will speak to her partner and see if there is some way they can handle the interviews in Phase 1.

Ms. Buchan stated that she feels strongly the interviews have to happen "soon," as she does not know when Phase 2 goes to the City Commission.

Ms. Vargas reported that the last open house was held the evening and she commended the "tremendous efforts" staff put into their success. She also acknowledged the support of Committee members who attended.

She believed they had 250-275 people attend, although some did not sign in. They have the beginnings of a contact database that will be incorporated into existing City databases. Eventually those will be linked to the website so that people can get invitations and updates. She said the team has started to develop a framework for the public engagement plan, and that will be enhanced with the database.

She noted that the fact they do not have a timeline when the other events are going to occur is a major issue for them, as they cannot make the necessary arrangements.

Moving forward, the communications and public engagement strategy will be slightly different than the open houses. The community forums require a more aggressive outreach to make sure people attend.

Ms. Vargas relayed that, with respect to the input from the open houses, the quality and quantity of the input was tremendous. She said the boards were packed every time. She invited members to check on the website to see updates, including galleries of photos, videos, interviews, and a sampling of different stories and ideas. She said they were considering a "word cloud" that shows the frequency of certain ideas. Every single idea they have received has been recorded and documented and will be used as part of the raw material that will go to the visioning forums.

Once the database is completed, a thank you note (for attending the open houses) will be sent to everybody and posted on the website.

Chair Vitale commented that he attended three open houses and was very pleased with the quality of attendees and their level of engagement. The different forms of media/communication that were used were successful in getting people to attend.

Mr. Smith reported that he got many positive emails from people who had attended. He commended staff for their success in getting people out from District 3. He noted that staff had to dig into their budget for extra money for the postcards they sent out specifically for that district. Ms. Vargas said they are willing to do what they did, and Chair Vitale thought that just acknowledging the extra work would be enough repayment. Ms. Vargas remarked that they have to think hard about expenses in the future – this time they were lucky to get the videos donated.

Mr. Ladd asked Ms. Vargas to reveal four or five major themes so far. She said that one thing that struck her is how much people love the City, love living here. Themes that came up often were transit, crime, homelessness, education and jobs. For the "big ideas," she thought there a lot related to the ability to get out of the house, walk to the store/job. There were many thoughts about people providing programs for kids, recreation and job training.

Mr. Ladd said they did a lot of transit related outreach over the last few years and wondered how that played into the transit comments. Ms. Vargas responded that

transit is “hot” right now, and she thought people are aware of how transit can be beneficial to the City.

Mr. Ladd also brought up homelessness, and said there have been changes in the last 10 years regarding how the homeless are handled, some positive and some negative. He said there are things that need to be done regarding this issue, such as feeding centers.

**V. \*Public Comment (taken out of order)**

Chair Vitale opened the floor for Public Comment at 5:49 p.m.

Hearing none, he closed the floor for Public Comment and returned to the agenda.

**IV. Committee Requested Discussion Items:**

**a. Resolution 09-303**

“A Resolution to the City Commission of the City of Fort Lauderdale, Florida, Establishing the Visioning Committee; Providing the Purpose and Duties of the Committee; Providing for the Number of Committee Members; Providing Criteria for Committee Membership and Providing for Length of Term of the Committee.”

Chair Vitale recounted that this Committee sunsets at the end of the calendar year, and brought it up as an item of discussion.

A discussion ensued with comments being made in favor of continuing the Committee after the end of the year or until the visioning process concludes. Mr. Ladd also wanted clarification of duties.

**b. Marketing Strategy Plan (Public Outreach Strategy) – (not addressed at this time)**

**c. Timeline for Upcoming Project Tasks – (not addressed at this time)**

**VII. Communication to the City Commission (taken out of order)**

**Motion** by Vice Chair Gabriel, seconded by Ms. Buchan, to make a communication to the City Commission acknowledging the termination of the Committee on December 31, 2011, and recommending the City Commission extend the Committee’s term through completion of the Vision Action Plan. The Committee also requests a confirmation or further clarification of the Committee’s duties during that time period. In a voice vote, the motion passed unanimously.

Ms. Vargas thought they should be done by the end of next year.

Mr. Smith brought up the Council of Civic Associations wanting a seat on the Committee, and noted that the Executive Board of the Council decided that they withdraw that effort to have a member after all. He continued that he will attend the Council meeting this evening, and let them know that this Committee agreed by consensus not to let anybody be "left out."

Ms. Vargas noted that seven representatives from the Council were interviewed as a group.

Chair Vitale returned to the agenda.

#### **IV. Committee Requested Discussion Items:**

**b. Marketing Strategy Plan (Public Outreach Strategy) – (not addressed)**

**c. Timeline for Upcoming Project Tasks**

Ms. Torriente said that Phase 1 is almost done and no money was budgeted for Phase 2. She wants to brief the City Manager, look for money, and make a complete recommendation for the City Commission. She said that will have to happen the first or second meeting in November.

She added they are starting their planning process and implementing reorganization over the next few months, and the Visioning processes are on top of the calendar. She added it would be preferable to be able to stick to the ten-month process of Phase I2, so that the timing would coincide with the fiscal year.

Ms. Torriente committed to work with the Manager, look for money and [unable to hear person speaking].

**V. Public Comment** (addressed earlier in meeting)

#### **VI. Set Agenda for next meeting**

Chair Vitale announced that the next meeting will be November 8, and noted they probably will not hear back from the City Commission by that time. He suggested a meeting for strategy planning.

Ms. Vargas remarked they wanted to have the framework for the Communications and Public Engagement strategy before the City Commission's second meeting in November. The consultants will be meeting during the next week to flesh that out. There will be gaps, because a lot is dependent on the schedule, but they can look at the tools and how to target different audiences. Secondly, she said they want to report on the stakeholder interview/preliminary identification of issues. It was meant to be a draft

that would be augmented as they move into Phase 2 and 3. She believed the final report on that project was not due until Phase 3.

She added that the preliminary report will now depend on future interviews.

Mr. Eichelbaum requested that the consultant prepare the agenda and pass it back to the Committee for review/modification. He also requested knowledge of what they will be reviewing and documents for discussion.

Ms. Vargas concurred and reiterated that the two items she mentioned previously would be her choice for the agenda, and she expected they would send items to staff to distribute two weeks ahead of the Committee meeting.

Vice Chair Gabriel asked that if something is done or decided in the next few weeks that the Committee be so advised.

Mr. Smith reminded the Committee that Mr. Koeth will be sending out the interviewee lists.

Ms. Buchan asked Mr. Koeth if there are items he needs from the Committee. He said if anyone has ideas on sources of data, he would appreciate them.

## **VII. Communication to the City Commission (continued from earlier in the meeting)**

**Motion** by Vice Chair Gabriel, seconded by Mr. Eichelbaum, to acknowledge the outreach done by the City departments for District 3, advising the citizens of the workshops that they just had, and should be continued in the future. In a voice vote, the motion passed unanimously.

## **VIII. For the Good of the Committee**

None.

## **IX. Announcements**

Chair Vitale reported that he submitted a story to the newspaper opposite the editorial page, called "212 Degrees." The idea is that 211 degrees is hot water, but 212 degrees is boiling water which generates steam. With steam, there is enough power to power a locomotive. The idea was that if each person does a little more, they can continue to move the ball forward.

Ms. Buchan cited [Anthony Man's](#) article as another positive piece.

## **X. Adjournment**

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Motion by Mr. Eichelbaum, seconded by Ms. Buchan, to adjourn the meeting at 6:14 p.m.

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