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REPORT OF THE STRATEGIC PLANNING BOARD MEETINGS HELD ON SEPTEMBER 12,2002, AND SEPTEMBER 13, 2002

Strategic planning board meeting 9-12 & 13, 2002

I. CALL TO ORDER AND ROLL CALL

The Strategic Planning Board Meeting of September 12, 2002, was called to order by Chair Lesly Smith at 10:00 a.m., in the Town Council Chambers. The meeting was adjourned at 4:15 p.m., and was reconvened at 10:00 a.m. on September 13, 2002. On roll call the following Board Members were found to be in attendance: Chair Lesly Smith, Vice-Chair Bruce McAllister, Board Member William Cooley, and Board Member Alec Flamm. Board Member William Watchman was not present. Also present for all or a portion of the September 12, 2002, meeting were Town Council President William Brooks, Town Manager Peter Elwell, Assistant Town Manager Thomas Bradford, Finance Director Jane Skittone, Assistant Finance Director Cheryl Somers, John Fernsler of Wallace, Roberts & Todd, LLC, and Deputy Town Clerk Susan Eichhorn.

II. PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by Chair Smith.

III. APPROVAL OF AGENDA

The Agenda was approved through motion of Vice-Chair McAllister, seconded by Board Member Cooley, carrying unanimously.

IV. APPROVAL OF REPORT OF THE STRATEGIC PLANNING BOARD MEETING ON JULY 10, 2002

The Report of the Strategic Planning Board Meeting of July 10,2002 was approve through motion of Vice-Chair McAllister, seconded by Board Member Cooley, carrying unanimously.

V. REVIEW OF PRELIMINARY DRAFT LONG TERM FINANCIAL PLAN WITH JANE SKITTONE, DIRECTOR OF FINANCE

REPORT OF THE STRATEGIC PLANNING BOARD MEETING HELD ON SEPTEMBER 12 AND 13, 2002

Finance Director Jane Skittone presented and summarized the preliminary draft of the Long Term Financial Plan (LTFP) for the Town of Palm Beach, discussing the current financial condition, the current status of reserves, and the forecast summary.

The current financial condition portion of the LTFP included discussion of:

Current Status of FY2002 Budget
Revenue Status
Expenditure Status
End of Year Surplus
Benchmarks (which were later discussed in detail by Assistant Finance Director Somers)

The current status of reserves portion of the LTFP included discussion of:

Reserve Policies
Undesignated Fund Balance - General Fund
Reserve for Catastrophic Exposures - Emergencies - Risk Fund
Enterprise Fund Reserves
Marina Fund
Golf Fund
Equipment Replacement Reserve
Contingency Reserves
Future Policies
Summary

The forecast summary portion of the LTFP included discussion of:

General Fund Forecast
Assumptions
General Fund Revenue and Expenditure Forecast
Impact of Future Potential Debt Service
Town Facilities Project
Drainage Project
Projected Financial Condition - General Fund
Other Fund Forecasts
Enterprise Funds
Internal Service Funds
Debt Service Fund
Capital Projects
Overall Summary
Recommendations

After the summary of Ms. Skittone, Board Member Cooley asked why the beach bonds were not being refinanced, as interests rates were currently so low?

Finance Director Skittone replied that she was in constant contact with the financial advisor, and up until the current time, refinancing had not been financially advantageous, however, presently, it would save approximately $250,000 if it was refinanced now. She explained, however, that in June 2003 the guaranteed investment contract would expire, and at that point, the investment would go down to the current market rates of interest; at that point refinancing of the bonds would be considered. She further explained that there is only a one-time opportunity to refinance the bonds, so the Town needs to not act prematurely on this matter.

Town Manager Elwell commented that the decisions of regulatory agencies regarding the program that the Town was pursuing were a determinant in refinancing, so that when restructuring took place a lower rate could be captured, and perhaps the principal could be reduced as well.

At this time, Assistant Finance Director Cheryl Somers summarized the Benchmark Analysis, reviewing information concerning how the Town of Palm Beach compared to neighboring communities. She explained that the data included was obtained from audited financial statements as of September 30,2001 for the following communities: Bal Harbour, Boca Raton, Coral Gables, Coral Springs, Jupiter, Jupiter Island, Naples, and West Palm Beach. She noted that although the one-year approach had been taken in this instance, it was the intention to accumulate financial information for these municipalities in the future, in order to provide a dynamic, or multi-year analysis.

Vice-Chair McAllister requested that in the future data also be collected and analyzed concerning enterprise funds of other municipalities as compared with those of the Town of Palm Beach.

Finance Director Skittone commented that the enterprise funds in other municipalities would be vastly different and may be difficult to compare.

Discussion took place regarding the population data used in the property tax comparisons, with Town Manager Elwell commenting that the Town of Palm Beach included things in the ad valorem taxes charged that other municipalities did not include; any analysis used, even adjusted to take out the seasonal population shift, would therefore show that the Town of Palm Beach to be higher in ad valorem taxes.

After further discussion, it was suggested that the LTFP include a chart with an estimation of population in the season, reflecting how similar communities charge for services so that a true parallel analysis could be accomplished.

VII. REVIEW OF ITEMS FOR FURTHER BOARD CONSIDERATION AS POTENTIAL SUBJECT OF ACTION STATEMENTS IN THE STRATEGIC PLAN DOCUMENT

VIII. DISCUSSION/DECISIONS REGARDING FORMAT

IX DISCUSSION/DECISIONS REGARDING SUBSTANCE

A OVERARCHING PRINCIPALS AND GOALS
B OUTLINE GOAL STATEMENTS FOR EACH TOPIC
C PRELIMINARY IDENTIFICATION OR POLICIES OR ACTION STATEMENTS FOR EACH TOPIC

VI. DISCUSSION OF PROCESS AND SCHEDULE FOR EFFECTIVELY MAKING DECISIONS ON THE CONTENT OF THE DRAFT STRATEGIC PLAN

Chair Smith referred to the memorandum of John Femsler of WRT, dated August 30, 2002, to Town Manager Elwell, in reference to the strategic plan project, noting that he had suggested the following order of discussion:

1. Review/Refinement of the list of Subject Areas
2. Review/Refinement of Preliminary Format
3. Overarching Principles/Goals
4. Outline goal Statements (for each subject area in quick succession, perhaps no more than 30 minutes each...this may be all we can accomplish for Day 1, but we need to at least complete this step)
5. Preliminary identification of Policies/Actions for each subject area (if we intend to complete an initial pass at each of eight subject areas, then we should thne each to no more than one hour.

Mr. Fernsler suggested that the format include:

The vision statement, preceded by a clear indication that the inspiration and motivation came from the citizens at the community forums.
A brief executive summary as an introduction,
A table of contents.
The environmental scan in as brief form as possible; enough facts must be provided in the environmental scan to justify the selection of strategic initiatives.
Some overarching principles with regard to how the vision statement would be executed; eight strategic initiatives had thus far been identified, and the overarching principles would indicate the path the Town would follow on behalf of maintaining the vision of the citizens.

Individual chapters dealing with the eight (or however many were identified) strategic initiatives ù a statement with regard to the goal regarding each particular subject, then excerpt that component of the environmental scan that deals with that particular subject. He explained that it could be decided whether to include the bulk of the conclusion with regard to the environmental scan in a set aside chapter, or whether it be fragmented within each of the strategic initiatives.

(Town Manager Elwell commented that it would be helpful for the efficiency of the document to have a very brief description of what the environmental scanning process was, under the header _Environmental Scan,ö and then at each section where a recommendation was made, there would be a fuller discussion of what the environmental scan showed for that topic).

A description of the policies/actions/strategies in bulleted, succinct terms, with an added discussion paragraph, where necessary, to clarify the recommendation of the Strategic Planning board.

An implementation, or next step section, indicating what the adoption of the strategic plan would mean in terms of what would be done, who was going to do it, when it would be done, and with what resources.

Mr. Femsler suggested that a fold out matrix be included in the document, as a user friendly tool, where each of the strategic initiatives were stated, with all of the actions bulleted underneath, on a one page type of format. He explained that the purpose of the strategic plan was to raise awareness of challenges that were not adequately addressed b present policy, and suggested that the strategic initiatives be thought of as categories:

Known deficiencies (citizens would recognize that there were some unresolved

drainage/flood risks; overhead utilities were unsightly, etc.)

Issues for which there was some reasonable doubt as to the adequacy of present policies (policy for redevelopment, traffic, parking, etc.).

Issues for which there was a reasonable divergence of opinion (how long term improvements were financed; beach management issues, etc.). It maybe appropriate to say that continual reconsideration of the correctness of the Town policies, but not to mandate any specific change in policy. Areas where present policies were adequate or more than adequate should be acknowledged as well.

Board Member Flanim suggested that areas where present policies were adequate should be highlighted, and that it be noted that the Board had concluded, after review of these policies, that they were being done correctly. He noted that was in itself a strategic initiative.

Mr. Fernsler commented that it would be possible to say that the Board had examined in depth the present Town policies, activities and resources with regard to public safety, and found all of them to be precisely what was needed, and sufficient for the challenge.

Town Manager Elwell commented that the Board would need to agree on a basic format that would be followed, that would be consistent for each of the recommended strategic initiatives. He suggested that each topic include the overarching goal, a description of the environmental scan and the basis for action (even if the action was to continue present policy), and then some statement of action.

Board Member McAllister commented that some of the items may be adequately treated by simply informing the residents that they had been reviewed by the Board, with a brief explanation of why the Board did not believe further examination or further treatment was necessary.

Town Manager Elwell clarified that something that was included in the Vision Statement should be addressed with some statement of action, even if that statement of action was to continue present policy.

Chair Smith suggested that, during a break in the meeting, Town Manager Elwell and John Fernsler create a document that would indicate how they anticipate how the format would look, so that everyone could see the arrangement of the format of the final document.

**********The luncheon recess was taken at 12:10 p.m.**********

The meeting of the Strategic Planning Board of September 12,2002,

was reconvened at 1:40 p.m.

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Town Manager Elwell presented an outline of format for the strategic plan, explaining that it included the following:

Transmittal Letter
Table of Contents
Vision Statement
Executive Summary
Environmental Scan (Summary of Process)
Strategic Initiatives
A. Goal Statement
B. Background Information
C. Actions/Strategies

(The specific action statements with deadlines and measures of success would be repeated for each distinct topic).

Mr. Elwell explained that, in reaction to the discussion that had taken place earlier in the meeting, the list of items on the radar screen had been expanded to include some items that Board Members Cooley and Flanini had suggested in written correspondence, and specifically public safety and the vision statement. The vision statement had been reviewed very carefully to ensure that every element in the vision statement was included on the list of items on the radar screen. He cautioned that the inclusion of every issue that had been discussed by the Strategic Planning Board should be addressed in the appendix, not in the plan, as there was a risk of not having the plan express action priorities clearly enough. Mr. Elwell explained that it was hoped that consensus on the range of action items for each initiative would be reached today and tomorrow, after which he an Mr. Fernsler would prepare a draft of the strategic action statements for the Board to edit together at the October meetings; the other elements of the plan would be written by the November meeting, where the final document related to the action statements, and the draft of each of the other elements of the plan, would be presented. He explained that it was the goal to forward the document to the public in time for it to be digested before the January community forums.

Discussion took place regarding the items for the consideration of the Strategic Planning Board as potential subjects of action statements in the Strategic Plan:

Long Term Storm Drainage Issues
Long Term Beach Management Issues

Traffic and Parking Study
Community Enhancements
Management of Redevelopment
Long Range Financial Plan
Public Safety
Governance

Chair Smith commented that the encouragement of young families and children had been brought up at all of the community forums, and suggested that those items be included somewhere in the strategic document.

Discussion of the action statements for the Strategic Plan continued, with Town Manager Elwell and Mr. Fernsler recording the ideas and comments regarding action statements as generated by the members of the Board.

The Board discussed the first three subjects at the September 12,2002, portion of the meeting (Long Term Storm Drainage Issues, Long Term Beach Management Issues, and Traffic and Parking). Discussion of the traffic and parking issue would be continued, as well as the remaining subjects, at the September 13,2002, Strategic Planning Board meeting.

The Strategic Planning Board Meeting of Thursday, September 12, 2002, was adjourned at 4:15 p.m.

The Strategic Planning Board meeting of Friday, September 13, 2002, was convened at 10:07 a.m., with Chair Smith, Board Members Cooley, Flamm, and McAllister present, as well as Town Manager Elwell, and John Femsler. Also present were Town Council President Brooks, Town Council President Pro-Tern Goldblum, and Director o Planning, Zoning & Building Moore.

Discussion continued regarding the strategic initiatives and accompanying action statements. A review of the three issues discussed at the previous meeting took place:

Mr. Fernsler reviewed the issues:

Beaches:

The Board agreed that the statements made at the meeting yesterday were adequate.

Drainage:

The Board agreed that the statements made at the meeting yesterday were adequate.

Parking:

In addition to the statements made yesterday, Board Member McAllister suggested that one addition be to coordinate with the Chamber of Commerce and other business organizations in Town as to all traffic and parking items. It was also recommended that the parking management study to be accomplished would include parking utilization and parking convenience issues.

Traffic:

Boat traffic, bridges
Other sources of external conflict - the traffic system in West Palm Beach and Palm Beach County
Minimize visitation
Water Taxies (especially regarding the new convention center traffic)
Should Town take over state or county controlled roads
Additional traffic signals
Other regulatory issues that the Town might consider
Implementation of a traffic study
Management of major construction projects undertaken by the Town on roadways
Allowing only one or two private construction projects on a block (this issue would also be included under the Redevelopment category)
Coordination with Chamber of Commerce and various associations and organizations regarding employee parking

Community Enhancements:

Undergrounding of overhead utilities
Encouraging children and young families
Noise and other nuisances
Targeted beautification projects
Land acquisition for parks, recreational/playground facilities, and open space
Feral cat issue - trap/neuter/release program

Management of Redevelopment:

Size of homes and character of neighborhoods.

Commercial zoning to proactively address anticipated impacts of increased day visitation (Convention Center, off-Island growth, etc., building of parking lots in residential areas, neighborhood encroachment, requirement of neighborhood impact assessment before commercial use adjacent to neighborhoods).

Establish scale regulations, based on neighborhood by neighborhood norms

Where there is a major disparity between the cuffent site and the maximum allowable, a method be created of incremental growth, rather than radical growth (evolution rather than revolution)

Regulation of the R-AA properties being joined together for larger subdivisions (consideration of maximum sized lots)

Director of Planning, Zoning & Building Robert Moore addressed the Board at this time, explaining that a mega mansion was a home that was being built, predominantly in the north end of Town. Because of land value, square footage was being maximized. The homes that were built in the north end were built as second homes, or winter homes, in the '30's, '40's, '60's, '70's, and some '80's, at a time when the zoning ordinance allowed more freedom to the architect to design the home. The smaller homes were now dwarfed by the larger homes being built currently. He noted that the control of redevelopment and the reduction of size had been matters of concern for a very longtime, and any reduction in size in the zoning code must be accompanied by a statistical study. He explained that the architectural standards were vague ù that a home could not be too similar or dissimilar to those in the area; the architect was required to show a street scape to the Architectural Commission in order to gain approval.

In response to Board Member McAllister, regarding giving the Architectural Commission more power to make sure that new building fits the character of the neighborhood, Mr. Moore responded that the Town Council could enact legislation, with the advice of the Zoning Commission, that would regulate the sizes of structures, as long as it was not unreasonably taking away property tights. The public would then have to be given a standard – the standard currently used was purposely vague (not too similar or dissimilar). The regulation of design would more than likely have to include a design manual, whereby an architect would be presented with the acceptable standards of architecture, which was the only way to legislate design.

Mr. Moore explained that a study was currently being done for the "Sea" streets, to attempt to create a special historic zoning district. The ultimate zoning regulation would be a street by street specific set of rules.

In response to Chair Smith, regarding the estates in Town that could be redeveloped, Mr. Moore replied that the Town had never allowed the full development of a subdivision, according to ordinance. Mar-a-Lago, for example, could have been subdivided to 11 or 12 houses; a subdivision had been approved on that property prior to the ownership of the property by Mr. Trump, and only eight houses and the main house were approved, rather than the 11 or 12 that could have been approved. The Phipps Estate property could have developed a maximum of 48 houses, and only 32 were approved. The Comprehensive Plan required that density be reduced wherever possible. If the Town did allow for subdivision of large estates, there was therefore the legal right to grant less, based upon the Comprehensive Plan requirement. He estimated that the Peltz property could be subdivided to allow six houses, and the Town would more than likely grant four to five houses. The
west side of that road was in the R-B district and could be developed more densely, and could probably be subdivided to allow eight houses.

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The luncheon recess was taken at 1:00 p.m.

The Strategic Planning Board Meeting of September 13, 2002,
was reconvened at 1:55 p.m.

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Long Range Financial Plan:

Review of the Golf Course fund

Consider ways in which the Town could assist homeowners in the event of a catastrophe

Discussion took place regarding the size of the reserves, and the pay-as-you-go financing method versus bonding. Chair Smith suggested that the Strategic Plan include a chart indicating exactly how the tax dollar is spent.

Public Safety:

Security and Law Enforcement
Fire and Emergency Medical Services
Emergency Management

Discussion took place regarding including crime rate statistics and response time statistics; listing performance indicators and state whether they should be maintained or improved; establishment of a diagnostic center/clinic on the Island; a pre-planned telephone number that could be published for the public to use in a catastrophe situation; a desalinization plant for potable water in the case of an emergency/catastrophe; encourage condominiums to use reverse osmosis systems for irrigation.

Governance:

Goal Driven
Integrate Various Plans and Disciplines
Improve Communication (public education)
Openness and Opportunity for Citizen Involvement (encourage vÆMing, invite participation in addressing issues)
Conflicts of Interest

Discussion took place regarding annual goals (Townwide, departmentally, and individually); the long term goals would be integrated with the Strategic Plan, identified as action steps or policy statements. All aspects of decision making and operation would be related to the performance targets/goals.

Vice-Chair McAllister suggested that the ongoing strategic planning of the Town could be performed in several different ways ù for example, the Town Council could take on more of a strategic planning function than it has thus far; or an ongoing Strategic Advisory Board could be established to preserve ongoing strategic planning efforts.

Mr. Femsler suggested that the Town could also review/revise the Strategic Plan every five years.

Discussion took place regarding the roles of the Boards/Commissions of the Town, and ensuring that the members are highly qualified, a set of guidelines for individual Town Boards/Commissions as well as conflicts of interest amongst members of Town Boards/Commissions

Discussion took place regarding communication to the public, and the importance of the commitment to an ongoing effort to always be improving in that area. The importance of continuing a community forum effort was discussed.

Board Member Cooley commented that he believed that a person sitting on a Town Board/Commission, who is on another Board of Directors of another society, should give up the position while sitting on an active Town Board/Commission.

Discussion took place regarding conflicts of interest, and Town Manager Elwell noted that a member of a Board/Commission MUST vote on each issue that is voted upon, unless there was a conflict of interest as defined as inuring to one's own financial benefit.

X ANY OTHER MATTERS

It was noted for the record that Mr. Joel Martino had provided a cartoon and note for the review of the Board.

XI. NEXT MEETINGS: THURSDAY, OCTOBER 10, 2002, AND FRIDAY, OCTOBER 11,2002, AT 10:00 A.M. IN THE TOWN COUNCIL CHAMBERS

Town Manager Elwell explained that John Fernsler would take the ideas and comments made in the past two days, and turn them into action statements that would then be subject to the review of the Board. The background for each of the action statements would be provided by Mr. Elwell. At the October meetings the action statements would be refined. At the November Strategic Planning Board the remaining information for the full plan would be provided, and the Board would then review and edit; there may be the need for one more relatively brief meeting to any editing needed. The document would then be sent to the public in December. Community Forums (dates to be scheduled at the October Strategic Planning Board meetings) would then be held in January, and based upon the information received at the Forums, the Board would meet to address any revisions.

XII. ADJOURNMENT

There being no further business, the meeting of September 12,2002, reconvened on September 13, 2002, was adjourned at 4:08 p.m. on September 13, 2002.

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Lesly Smith
Chair

Prepared by:
Susan Eichhorn
Deputy Town Clerk

FUTURE SCHEDULED MEETINGS:
October 10,2002 @ 10:00 a.tn. - Town Council Chambers
October 11,2002 @ 10:00 a.m. - Town Council Chambers
November 13, 2002 @ 10:00 a.m. - Town Council Chambers