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REPORT OF THE STRATEGIC PLANNING BOARD MEETING HELD ON MAY 4, 2001

I. CALL TO ORDER AND ROLL CALL

The meeting of the Strategic Planning Board was called to order by Chair Lesly Smith at 9:33 a.m. in the Town Council Chambers. The following Board members were present: Chair Lesly Smith, Vice-Chair Bruce McAllister, Board Members William Cooley, Alec Flamm, William E. Hutton III, William Watchman, Jr., and Peter Elwell *(At this meeting Mr. Elwell resigned as a member of the Strategic Planning Board as noted below).* Also in attendance were Town Attorney Randolph and Deputy Town Clerk Susan Eichhorn.

II. PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by Chair Smith.

III. APPROVAL OF AGENDA

Chair Smith requested that Item V. A. Discussion of Memorandum of William Cooley, be added to the Agenda. Motion made by Board Member Flamm, seconded by Vice-Chair McAllister to add Item V. A., Discussion of Memorandum of William Cooley, dated April 25, 2001, to the Agenda. On roll call the motion carried unanimously.

Mr. Elwell requested an addition to the Agenda - Discussion of the status of Peter Elwell as a member of the Strategic Planning Board. Motion made by Board Member Cooley, seconded by

Vice-Chair McAllister to add Discussion of the status of Peter Elwell as a member of the Strategic Planning Board, to the Agenda, under Item III. Approval of the Agenda. On roll call the motion carried unanimously.

Motion made by Vice-Chair McAllister, seconded by Board Member Flamm, to approve the Agenda as amended. On roll call the motion carried unanimously.

Town Manager Elwell distributed a memorandum, dated May 3, 2001, from himself to the Town Council, concerning two items: advising that there would be recommendations from the Strategic Planning Board subject to the consideration of the Town Council at its next meeting; the second item related to his status as a voting member of the Strategic Planning Board. He explained that it created an awkward situation, since having an equal vote on the Board prevented him from providing staff support to the Board, in accordance with the Sunshine Law of Florida. He noted that he had consulted with the Town Attorney, who had advised that it would be appropriate to resign as a member of the Board. Mr. Elwell submitted his resignation, indicating that he would discuss the matter with the Town Council at the May 8, 2001, Town Council meeting. He clarified that he will stay fully engaged in the Board's activities and that his resignation would allow him to be more helpful to the Board, since he will be able to speak with each individual member and coordinate requests for information.

Chair Smith accepted the resignation of Town Manager Elwell from the Strategic Planning Board.

IV. APPROVAL OF THE REPORT OF THE STRATEGIC PLANNING BOARD MEETING ON APRIL 11, 2001

Vice-Chair McAllister noted that discussion had taken place regarding how the Sunshine Law would apply to the Board at the last meeting, and Town Attorney Randolph had indicated that he would research a question posed by Mr. McAllister. He requested that a reference to that portion of the discussion be noted in the Report of the Strategic Planning Board of April 11, 2001, so that it would be part of the public record. *(An Addendum was included with the report of April 11, 2001, and is noted below).*

Addendum to April 11, 2001 Report of the Strategic Planning Board:

The following verbatim transcript is a portion of the discussion that took place at the April 11, 2001 Strategic Planning Board meeting, under Item:

V. REVIEW OF FLORIDA'S "GOVERNMENT IN THE SUNSHINE LAW" BY TOWN

ATTORNEY JOHN C. RANDOLPH, AND DISCUSSION OF PROCEDURES FOR COMMUNICATION AND OTHER ADMINISTRATIVE/LOGISTICAL MATTERS

McAllister:

I like your thoughts on the issue and to what extent fact finding or investigative functions of a board such as ours might be limited, and to the extent so limited, exempt from the application of the Sunshine Law. For instance, if two or more of us were, (subject to an agreement at a publically noticed meeting), – asked to interview a public planning expert or to review a group of public documents and synthesize them and come up with an analysis of some particular subject, and then report back to the board on what we had discovered by way of fact investigation – whether that might be free of the Sunshine.

Randolph:

It may be, fact finding is singled out as an exception from time to time. Normally I think that the way it's been singled out is if a particular individual has been requested on behalf of the committee to do some fact finding and reporting back. I will look at two or more of you doing that, but quite frankly, I would caution against that. I wouldn't see the need for two persons to have to do fact finding of the same kind. I think that would cause a great opportunity for people to at least allege that there may have been a violation of the Sunshine Law if two or more of you are to meet under those circumstances, but there may be an opportunity if this Board finds it beneficial to them to designate a particular individual to do some fact finding and reporting back, as long as that particular individual couldn't make any decisions on behalf of the committee. There are occasions where particular individuals have been designated a duty on behalf of a committee and it was found that even though it was a single individual involved that was a violation of the Sunshine Law because the committee had transferred its function to that particular individual and that individual has met outside of a public meeting. Those are cases for instance, where a town manager may have been designated to interview candidates for a particular job – a commission may have done that – in those cases it said that would be a violation to conduct those interviews outside of a public meeting. Now, certainly there is nothing that would preclude a member of staff from doing that kind of thing, but once the commission or committee delegates that authority to that particular individual, they're transferring their function to that individual, and therefore, one person may be violating the Sunshine Law under those circumstances.

Board Member Cooley moved approval of the Report of the Strategic Planning Board Meeting of April 11, 2001, as amended. The motion was seconded by Board Member Hutton. On roll call the motion carried unanimously.

VI. PRESENTATIONS BY CONSULTANTS DESIRING TO ASSIST THE STRATEGIC PLANNING BOARD

REPORT OF THE STRATEGIC PLANNING BOARD MEETING HELD ON MAY 4, 2001

ILER PLANNING GROUP: (Palm Beach Gardens, Florida)

Mr. Henry Iler, President of Iler Planning Group, addressed the Strategic Planning Board, providing a power point presentation, which included printed documents and reference to projects that had been accomplished by the group, as well as a review of the qualifications of the Iler Planning Group staff.

Mr. Iler reviewed the concepts of strategic planning, noting that the process would involve identifying internal strengths and weaknesses of the local government; the external environment would then be considered. The entire planning process would include:

- developing a clear and targeted vision
- identifying goals and objectives
- identifying alternative strategic planning action plans (i.e., shoreline protection, zoning code, etc.)
- projecting outcomes and outside responses
- setting benchmarks to measure progress
- implementing strategic action plans
- evaluating results and the external changes resulting
- providing feedback

Mr. Iler advised that the selection of Iler Planning Group would provide highly experienced strategic planners, with extensive local government training and long term vision with short term implementation; the local presence would ensure a quick response, and they were always on time and within budget. He clarified that the group could compliment existing staff resources, or handle the entire planning process, depending on the needs of the community

Mr. Iler responded to questions from the Board regarding cost estimates and timetables, explaining that cost estimates would depend on the scope of services and the involvement of Town staff. He recommended that the project be completed within one year.

WALLACE ROBERTS & TODD, LLC: (Coral Gables, Florida)

Mr. John Fernsler, principal with Wallace Roberts & Todd, LLC, addressed the Strategic Planning Board, providing information regarding qualifications of the firm, its history and philosophy, noting that the firm had offices throughout the country with personnel trained in community planning facilitation as well as various design/technical disciplines. He reviewed projects that had been completed by the firm in various communities, displaying graphic material, and noting that the firm had also impacted the national scene in terms of community planning.

Mr. Fernsler explained that a community strategic planning process would include the following:

- reflection of vision, values and aspirations of the community (values driven planning)
- guide for management of change/strategy for designing the future
- a basis for all policy making
- a "to do" list for the community
- provide a catalyst for community consensus (in many cases the most valuable of the process)

Mr. Fernsler elaborated that the nature of value driven planning was interaction and flexibility; it was not a consultant dictating what should be done in response to his/her perception of the problem; it was a process where the firm would facilitate listening to the community and considering alternative courses of action in determining what best fits the Town of Palm Beach; it was issue focused and citizen led. He explained that a strategic planning effort would have expectations for improved quality of life, improved functional efficiency, and improved fiscal/economic health. He identified four steps in the strategic planning process:

- articulating the vision: a series of questions regarding what is desired for the community
- perceiving the dynamic of change - anticipating change
- establishing strategic direction - identifying the course correction that may be needed by the community
- defining an action agenda

Mr. Fernsler advised that his role would be as principal in charge; he estimated that 30% or more of his time would be focused on the project.

In response to Board member Flamm, Mr. Fernsler confirmed that he would be willing and able to return on May 16, 2001.

In response to Board member McAllister regarding the Board selecting one firm to complete the first (visionary) stage of the process and selecting another to continue with implementation, Mr. Fernsler indicated that was a choice available to the Board, however, there was a sense of continuity in efforts that had gone through the initial stages through implementation. In regard to the inquiry regarding dollars, he stated that costs would be a reflection of the level of effort, with ranges from $5,000 to over $50,000, depending on the level of effort required.

In response to Board member Watchman, Mr. Fernsler explained that there were tremendous resources available to him – environmental specialists, urban designers, etc., were available when needed to provide expertise for a particular strategic planning issue that was identified. The staff also included planners, facilitators, urban designers, landscape architects, and architects.

In response to Chair Smith, regarding his knowledge of Palm Beach, Mr. Fernsler advised that he was aware that the Town of Palm Beach was a special community; regional growth dynamics probably caused some degree of concern; there was probably some degree of change within the community in terms of the profile of residents. He indicated that he would want to know everything about the dynamics of the community, and would want to understand the plans and policies in place, and how they would address the issues identified in the strategic planning process. He anticipated that the visioning process would take approximately four-six weeks.

ANALYTICA: (Newberry, Florida)

Mr. Larry Arrington of Analytica, requested that the Strategic Planning Board participate in an exercise that was designed to get everyone focused on what was desired from a strategic planning firm, and would also showcase some of the technology that could be utilized by Analytica.

Mr. Bob Schwartz of Pan-Image, explained that the exercise was a tool to obtain consensus. He began by asking for factors that the Board was looking for in a strategic planning firm, resulting in a matrix that indicated the most important issue to the Board was that the firm focus on issues, with price/cost being the least important.

Mr. Harrington advised that a good, solid method for reaching consensus was an important part of putting the strategic planning process together, and then implementing it. He emphasized aspects of the firm that would be important to the Board; an enormous amount of experience in public sector strategic planning; experience in actually managing Florida communities; process design and facilitation skills. He explained that the approach would include face-to-face interviews with the Board and key people in the community, review of documents already in place, and working with the Board to customize a process that was comfortable – he noted that unless the process was understood and accepted by the principals involved from the very beginning, the process would overtake substance every time. He explained that the external threats would be identified through interviews and forums for the public at large; opinion surveys could also be used. He estimated that a minimum of six-eight months would be required to put together the process; the key was an understanding of the Board of the customized process from the beginning; he suggested that the Board provide a range of costs built around processes it would like to undertake; the best way would be for the Town to provide a not to exceed maximum for development of a process that would fit the budget.

In response to Town Manager Elwell, regarding how Analytica could help the Board on May 16, 2001, Mr. Harrington assured him that Analytica could facilitate a meeting of the Board that would discern what process would work best – to discover what was important to the Board about designing a process and gain a sense of the issues; a response could then be made immediately with a process design; he stated that there would be no cost for the services of Analytica at that meeting.

LEADERSHIP STRATEGIES: (Atlanta, Georgia):

Mr. Robert Clayborn, Sales Director for Leadership Strategies, addressed the Strategic Planning Board, with Mr. Jeff Ross, team leader of the Facilitation Division of Leadership Strategies. Mr. Clayborn stated that the firm had two distinctive sides: leadership training and meeting facilitation (taking groups through structured processes to get to a desired result), specializing in strategic planning, process improvement, issues resolution and more.

Mr. Jeff Ross referred to the proposal of Leadership Strategies that had been submitted to the Board, advising that Leadership Strategies would bring a facilitated approach to strategic planning; many organizations would actually do the strategic planning for groups, however, Leadership Strategies would create a process and allow the stakeholders to come up with the issues, and create the solution. He explained that an assessment would be taken, identifying the strengths, weaknesses, threats, current industry trends, etc.; the most powerful impact in helping the vision come to a reality was having everyone who is going to be impacted involved. Mr. Ross referred to previous experience of the firm, exhibiting material that identified strategic planning models for various organizations.

Mr. Ross responded to questions from the Board members, explaining that the firm would meet with the Board to complete a situation assessment, and create a model with which to proceed, estimating that two-three months would be required. He emphasized that training/teaching classes was just one aspect of the strategic planning effort.

Chair Smith commented that the response to the request for the proposal to provide strategic planning services to the Town of Palm Beach from Leadership Strategies was very comprehensive

Mr. Clayton commented that the involvement of Leadership Strategies could be as full or as minimal as required; one way to help with the process would be to train some key people to facilitate meetings; he noted that several options had been provided, some of which would not include training at all. He agreed that it was an option to consider using one company to assist in the visioning stage of the process, and another company assisting from that point.

The presentations by consultants desiring to assist the Strategic Planning Board were then concluded.

A. Discussion of Memorandum of William Cooley

Chair Smith referred to the memorandum of Mr. Cooley, dated April 25, 2001, regarding a procedural question regarding items or documents that would be helpful to members of the Board – how to request a document or study item, if a member believed that would be helpful to the work of the Board.

Board member Cooley commented that the action taken by Town Manager Elwell in resigning from the Board helped procedurally, however, he suggested that a system be implemented so that staff would not be burdened with requests from the Board for items that may never be used.

Chair Smith commented that she was sure that the members of the Board would not request frivolous information; she noted that the memorandum had referred to the availability of documents such as the Town Charter, the Water and Sewer Contract with the City of West Palm Beach, an inventory of Town owned land and buildings, and a list of water wells in Palm Beach.

Town Manager Elwell commented that the Town Charter and Water Agreement were readily available, and suggested that as a general rule, any Board member requesting information contact him; he would request guidance from the Board for any project requiring research or substantial staff time.

Chair Smith noted that many documents referred to by Board member Cooley were public record and were all readily available; Board members would contact Mr. Elwell for any informational requests.

VI. DISCUSSION AND DECISION REGARDING RECOMMENDATION(S) TO THE TOWN COUNCIL FOR AUTHORIZATION TO RETAIN A CONSULTANT. (INCLUDING REQUEST FOR APPROPRIATION OF FUNDS)

After discussion, the Board determined that there would be no action taken in response to letters from several other consulting firms that had either no interest, or were not able to attend the meeting today.

Former Mayor Marix commented that she had been fascinated while listening to the presentations from the strategic planning consultants; she suggested that the firm selected have the ability to help with strategic planning that would allow Palm Beach to retain its quality, while keeping dangers away.

After further discussion, Town Manager Elwell indicated that a ballot would be used by the Board to select the consulting firm; he clarified that the Board was looking for someone to help establish the strategic planning process, and then decide after that time whether the consultants would be retained after that time, or whether another firm would be considered for further assistance.

Vice-Chair McAllister commented that he had conducted a background check on Wallace Roberts & Todd, LLC, and both the officials of the Village of East Hampton and the administrator of Annapolis had given the highest recommendations.

Board Member Watchman commented that a nationally known planner had strongly recommended the Iler Planning Group, however, he did not believe they made a strong presentation today.

Board Member Hutton commented that he liked the attitude of Analytica, and considered that they had a clear understanding of what was required.

Board Member Flamm commented that he believed the Board was prepared to select a firm to attend the May 16th meeting to develop a process to enable the Board to implement a strategic plan in the most effective way; based on what took place at that meeting, decisions could then be made on whether a facilitator would be needed, and which firm would be used for that purpose. He suggested that it would be reasonable to request funding, to be approved by the Town Council, in a not-to-exceed amount of $10,000 for the first phase.

Board Member Cooley commented that he believed Leadership Strategies may be more in the business of training people to facilitate strategic planning efforts.

After casting ballots, it was determined by the Board that the consulting firm of Wallace Roberts & Todd, LLC would be contacted as the selection of the Board for attendance at the May 16th meeting as a consultant. Town Manager Elwell indicated that he would contact them and establish an amount for the Town Council to authorize, if so advised by the Board.

Board member Cooley moved approval of authorizing Mr. Elwell to contact Wallace Roberts & Todd, LLC, and confirm a funding estimate to be brought to the Town Council for approval at their meeting of Tuesday, May 8, 2001. The motion was seconded by Board member Watchman. On roll call the motion carried unanimously.

Mr. Elwell indicated, in response to the consensus of the Board, that he would confer with Wallace Roberts & Todd to advise them that the Board did not wish to exceed $10,000. He clarified that they would be advised that they should be prepared to provide the following to the Board:
advice on the process, provide a recommended reading list, explain why their involvement would be of

benefit in the facilitation process, identify who will be doing the work, provide a timetable for the procedure after the May 16th meeting, how they plan to conduct interviews of the stakeholders, the exact plan for community involvement and who would be guiding that process, and forward any informational material necessary for the Board to review prior to the May 16th meeting.

The members of the Board determined that the meeting to be held on May 16, 2001, scheduled for 1:30 p.m. would be moved up to begin at 1:00 p.m.

VII. ANY OTHER MATTERS

There were none.

VIII. NEXT MEETING: MAY 16, 2001 AT 1:00 P.M.

IX. ADJOURNMENT

The meeting of the Strategic Planning Board of May 4, 2001, was adjourned at 12:50 p.m.

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Chair, Mayor Lesly Smith

Meeting Schedule:
May 16, 2001 at 1:00 p.m.

Prepared by:
Susan Eichhorn
Deputy Town Clerk
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