

**West Palm Beach Downtown Development Authority**  
**Embracing Our Changing Landscape:**  
**Aligning Community Needs With the DDA's Capacity**

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**Understanding of the situation:**

Based on initial discussions with The West Palm Beach Downtown Development Authority (DDA), it is understood that the DDA Leadership has the following goals and objectives, as part of their Board Retreat, planned for March 2018:

- Discuss the changing landscape of the West Palm Beach downtown district.
- As a Board and DDA team, define approaches on how to target in on the changing needs of the district.
- Engage in ongoing discussions on how to embrace the new landscape of the area.
- Re-connect, re-establish and refine the DDA mission and vision.
- Discuss the needs of the community and how it intersects with DDA staff capacity to make that happen.
- Revitalize DDA staff and Board to the 5-year work plan.

**Current Challenges**

- Staying focused on long-term initiatives given other internal and external priorities.
- Establishing accountability standards to make sure the organization is staying on track with 5-year plan.
- Vision and mission drift.
- Aligning staff capacities with the needed work to be done.
- Anticipating ongoing changes in the district, given incoming mayor.

**Expected Outcomes & Deliverables**

Through collaboration with Zeta Consulting Group on this Board Retreat, The DDA can anticipate the following outcomes:

- Enhanced connectedness with DDA mission.
- Defined action steps and success metrics to ensure movement.
- Strengthened alignment between The Board and DDA staff.
- Board buy-in to DDA plans and initiatives.

Zeta Consulting Group is excited about the possibility of partnering with The DDA on this engagement. A proposed overview of The Board Retreat and Retreat planning is outlined in the following pages, including professional fees. This outlined is intended to present a general structure of the Retreat Day and would be further developed and customized based on feedback.

## **Statement of Proposed Work**

**Phase 1: Board Retreat Planning** - prior to Retreat meeting in March 2018, consultant (Russell Correa) will work with identified Board and staff members to further define meeting objectives and develop specific content around those objectives. The following process can be utilized for this purpose:

- Collateral interviews with identified Board and DDA staff members to gather feedback and ideas on topics that should be addressed in Retreat (including desired Retreat take-aways).
- Confidential Staff survey, conducted on-line, to gather feedback and ideas on topics that should be addressed in Retreat (including desired Retreat take-aways).

Retreat content and learning objectives will be presented to DDA leadership for final approval.

**Phase 2: Board Retreat** - anticipated to be full day: March 2018. The outline proposed below is offered as a sample draft and will be further developed based on feedback received from retreat planning.

### **1. Introductions.** Review of Retreat agenda and objectives. Warm-up exercise (30 minutes).

- Warm-up exercise: Common Links – group exercise to identify commonalities team members may have with each other but are unaware of. Goal – to help team members shift from “general” to “specific” mindset (which will be common theme throughout the meeting)

### **2. Work session #1: Dealing with the changing landscape (60 – 90 minutes)**

- Facilitated conversation – What change are you experiencing? (Attendees are asked to list on chart paper posted throughout the room the changes they have experienced in the last six months. The list becomes a “change mural” which then becomes the focus of facilitate conversation)
  - What are the personal changes you’ve experienced?
  - What are the DDA and/or district changes you’ve experienced?
  - What broader societal changes have you experienced?
- Managing change. Embracing Change. Anticipating Change – Review of Change Model and how it impacts the work of The DDA



- Break -

### 3. Work session #2: Re-connecting with The DDA vision and mission (90 -120 minutes)

- What is a vision and mission statement?
- How do they guide our lives and work? How do they guide our beliefs and actions?
- How do they motivate us? How do they challenge us?
- *Possible group exercise – development of personal vision/mission statement or BHAG (big. hairy.audacious.goal)*

- Lunch -

- Review of DDA mission and vision statements.
- Where do we need to focus on in the next 6 months? Next year?
- How do we keep ourselves accountable?
- How do we keep colleagues accountable?
- What is getting in the way of achieving our goals and objectives?

### 4. Work session #3: Strategy and Planning in our changing landscape (90 – 120 minutes)

- Afternoon energizer: *Fill-in-the-blank*. Teambuilding exercise. Focus on “hard” and “easy” responses that can be given, as part of exercise. Transition to “hard” and “easy” choices and actions that may have to be taken as part of embracing changing district landscape.

### Team Discussion and Brainstorming (Possible questions to guide this work)

- What are the specific needs of our community and district?
- How do we anticipate these needs changing?
- What skills or capacities do we need to develop to meet these changing needs?
- What relationships do we need to form?
- What does the DDA need from the Board?
- What does the Board need from the DDA?
- How do we keep ourselves accountable?
- How do we keep colleagues accountable?
- How do we course correct when individuals and teams go off-track?
- How will I know I am being successful in my role?
- How will we know the team is being successful?
- What difficult or challenging conversations do we need to start having here?
- What do we do tomorrow? 3 month plan? 6 month plan? 9 month plan? 12 month?

### 5. Wrap-up and review of day (30 minutes)

- Key discussion question: If this Board Retreat is to be viewed as a success, what will happen in the next month? The next 3 - 6 months? The next year?



**Phase 3: Post Retreat Review & Recommendations** - after Retreat, consultant (Russell Correa) will work with DDA leadership to review and debrief Retreat and define next steps and recommendations. Ongoing collaboration with ZCG will also be discussed. The following can be utilized for this purpose:

- Confidential post-Retreat survey to assess session and get feedback on next steps.
- Collateral interviews with identified Board and staff members to assess session and next steps.

### **Process and Professional Fees**

**Proposed Date** – March 2018. Specific logistics related to dates and times will be coordinated between The DDA and ZCG.

#### *Meeting Space & Reproduction of Materials*

The DDA will host the session and be responsible for the reproduction of all materials used for the training sessions.

**Professional Fees** – The outlined work, including planning, content development, delivery and follow-up work would be \$3,500.

Discounted rates are available for larger contracted agreement – see below

- 20-hour agreement - \$300/hour or total project fee of \$5,500.
- 30-hour agreement - \$275/hour or total project fee of \$7,500.
- 40-hour agreement - \$250/hour or total project fee of \$10,000.

\*\* To initiate these services, 25% of the project fee would have to be billed in advance of the project start date. Future invoicing would be based on work delivered.

Travel expenses will be billed at cost.

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*About Russell Correa, MA, Ed.M. - Russell Correa is a licensed therapist, certified professional coach and Principal for Zeta Consulting Group. In this role, Russell provides consulting, coaching and training services to Human Resources and Management staff on a range of organizational health topics. As a speaker and trainer, Russell has presented on a broad range of topics at both Fortune 500 and non-profit organizations. He completed his graduate work at Columbia University, where he earned Masters degrees in both Organizational Psychology and Clinical Psychology.*



## MEMO

TO: **DDA Board**  
Upendo Shabazz, Chair  
Robert Samuels, Vice Chair  
James Hansen  
Mary Hurley Lane  
Cynthia Nalley  
Rick Reikenis  
Bob Sanders

FROM: Raphael Clemente, Executive Director

RE: Clematis Streetscape

DATE: Tuesday, December 19, 2017

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Staff has been working with CRA and City staff on the Clematis Streetscape Project planned to start in May of 2018 with projected completion in October of 2018. The CRA has entered into an agreement with the renowned firm Dover, Kohl & Partners for the design phase of the project. Their principal, Victor Dover, will be the project lead.

Happening concurrently with design, a construction manager at risk will be selected to manage the project from design through completion. The Construction Manager at Risk (CMAR) is a delivery method which entails a commitment by the Construction Manager to deliver the project within a guaranteed maximum price which is based on the construction documents and specifications at the time of the GMP plus any reasonably inferred items or tasks.

Staff will present the most up to date details of the project and the proposed timeline.