

**RESOLUTION NUMBER 24-248**

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF FORT MYERS BEACH RATIFYING A RESEARCH AGREEMENT WITH THE UNIVERSITY OF SOUTH FLORIDA BOARD OF TRUSTEES FOR STRATEGIC PLANNING SERVICES AS DESCRIBED IN A PROPOSAL UNANIMOUSLY APPROVED BY TOWN COUNCIL ON SEPTEMBER 9, 2024, IN AN AMOUNT NOT TO EXCEED \$225,427.60; AUTHORIZING THE USE OF AMERICAN RESCUE PLAN ACT (ARPA) FUNDS FOR THE PROJECT AND AUTHORIZING THE TOWN MANAGER OR MAYOR TO SIGN ANY AND ALL DOCUMENTS NEEDED TO IMPLEMENT THE AGREEMENT; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, Florida Statutes provide that municipalities shall have the governmental, corporate, and proprietary powers to enable them to conduct municipal government, perform municipal functions, and render municipal service, and exercise any power for municipal purposes, except when expressly prohibited by law; and

**WHEREAS**, Article X of the Town Charter of the Town of Fort Myers Beach empowers the Town to adopt, amend, or repeal such ordinances and resolutions as may be required for the proper governing of the Town; and

**WHEREAS**, the Town Manager has entered into a research agreement with the University of South Florida Board of Trustees for strategic planning services for the Town; and

**WHEREAS**, the Town Council unanimously approved the proposal submitted to the Town for these services on September 9, 2024 in the amount not to exceed \$225,427.60; and

**WHEREAS**, the University of South Florida Board of Trustees has prepared the research agreement for these services based upon their proposal; and

**WHEREAS**, the first two years of expense of these services can be covered by remaining American Rescue Plan Act “ARPA” funds if an agreement is executed before the end of the calendar year; and

**WHEREAS**, the Town Council has determined it is in the best interest of the Town to ratify the Town Manager’s execution of the research agreement and utilize funds available from ARPA to continue the strategic planning process for the Town.

**NOW THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF FORT MYERS BEACH, FLORIDA, AS FOLLOWS:**

Section 1. The above recitals are true, correct, incorporated herein by this reference, and adopted as the legislative and administrative findings of the Town Council.

Section 2. The Town Council hereby ratifies a research agreement with the University of South Florida Board of Trustees for strategic planning services for the Town based on the Town Council approved proposal on September 9, 2024 in the amount not to exceed \$225,427.60, with the first two years of scheduled payments totaling \$178,794 to be funded by ARPA funds and the last payment to be funded by savings carried forward from Fiscal Year 2024 A copy of the agreement and its attached are affixed to this Resolution as Exhibit A.

Section 3. The Town Manager or Mayor are authorized to execute any documentation related to and necessary for implementation of this agreement.

Section 3. This Resolution shall become effective immediately upon its adoption.

The foregoing Resolution was adopted by the Town Council upon a motion by Mayor Allers and seconded by Council Member King, and upon being put to a roll call vote, the result was as follows:

Dan Allers, Mayor	Aye
Jim Atterholt, Vice Mayor	Aye
John R. King, Council Member	Aye
Scott Safford, Council Member	Aye
Karen Woodson, Council Member	Aye

ADOPTED this 2<sup>nd</sup> day of December 2024 by the Town Council of the Town of Fort Myers Beach, Florida.

## FORT MYERS BEACH TOWN COUNCIL

  
Dan Allers (Dec 6, 2024 07:58 EST)  
\_\_\_\_\_  
Dan Allers, Mayor

ATTEST:

  
Amy Baker (Dec 9, 2024 10:32 EST)  
\_\_\_\_\_  
Amy Baker, Town Clerk

**APPROVED AS TO FORM AND LEGAL SUFFICIENCY FOR THE USE  
AND RELIANCE OF THE TOWN OF FORT MYERS BEACH ONLY:**

  
Nancy Stuparich (Dec 7, 2024 00:14 EST)  
\_\_\_\_\_  
Vose Law Firm, LLP, Town Attorney

This Resolution was filed in the Office of the Town Clerk on this 5<sup>th</sup> day of December 2024.

**RESEARCH AGREEMENT  
BY AND BETWEEN**

**THE TOWN OF FORT MYERS BEACH**

**AND**

**THE UNIVERSITY OF SOUTH FLORIDA BOARD OF TRUSTEES**

THIS RESEARCH AGREEMENT IS MADE AND ENTERED INTO BY AND BETWEEN the Town of Fort Myers Beach, a Florida municipality having a place of business located at 2731 Oak St., Fort Myers Beach, FL 33931 ("**Sponsor**"), and The University of South Florida Board of Trustees, a public body corporate for the University of South Florida ("**University**"), for support to the project entitled "Fort Myers Beach Strategic Planning". For consideration of the mutual promises, covenants, and obligations contained herein, **Sponsor** hereby retains the **University** to undertake certain activities described in Attachment 1. The parties agree as follows:

**I. PERIOD OF PERFORMANCE**

The period of performance under this Agreement begins upon the date of last signature below ("Effective Date") and ends two years and six months from the Effective Date. The contract term may be extended by mutual written agreement of the parties.

**II. WORK PLAN / PROJECT ADMINISTRATION**

The **University** shall perform the activities described in Attachment 1 and will comply with all statutory requirements and applicable regulations. The project will be conducted under the direction of the **University** "Project Director" (see below). The representatives of the parties are:

**University** Representatives:

The **University** Project Director:

Angela Crist  
Florida Institute of Government, Director  
University of South Florida  
4202 East Fowler Avenue, CHE205  
Tampa, FL 33620-9951  
(813) 974-2346  
Email address: acrist@usf.edu

The **University** Administrative Contact:

Daniel Garber  
Sr. Sponsored Research Admin.  
Sponsored Research  
Research & Innovation  
University of South Florida  
3702 Spectrum Blvd, Suite 165  
Tampa, FL 33612-9445  
Email: [dlgarber@usf.edu](mailto:dlgarber@usf.edu)  
CC: awards-rsch@usf.edu

**Sponsor** Representatives:

Project Director:

Andy Hyatt, Town Manager  
Town of Fort Myers Beach  
2731 Oak Street  
Fort Myers Beach, FL 33931

Administrative Contact:

Jason Freeman, Legislative Liaison  
Town of Fort Myers Beach  
2731 Oak Street  
Fort Myers Beach, FL 33931  
[jasonF@fmbgov.com](mailto:jasonF@fmbgov.com)

### III. ALLOCATION OF FUNDS

**Sponsor** agrees to compensate the **University** on a fixed price basis, as per Attachment 2, for an amount of **\$225,428.00 USD**. It is further agreed that all invoices should contain an original signature of an authorized official of the **University** and should be sent to **Sponsor's** Project Director for approval (see Article II for the address). Payments shall be remitted to:

University of South Florida  
Attention: USF Business Payments - PS  
P.O. Box 737443  
Dallas, TX 75373-7443

### IV. PAYMENT RESPONSIBILITIES

**Sponsor** shall issue payment in U.S. dollars within 30 days after receipt of an invoice and receipt of supporting documentation in accordance with the terms and conditions of this Agreement.

## V. INDEPENDENT CONTRACTOR

The relationship of the parties is that of mutually independent contractors. Each party and its officers, employees, agents, subcontractors, or other contractors shall not be deemed by virtue of this Agreement to be the officers, agents, or employees of the other party.

## VI. LIABILITY

**Sponsor** will be responsible for any loss, claim, or demand arising from any injuries or damages directly resulting from **Sponsor's** negligence or willful misconduct; failure to comply with applicable government requirements; or breach of this Agreement. **University** agrees, to the extent of its waiver of sovereign immunity under §768.28, Florida Statutes to be responsible for actual damages that are attributable to the negligent acts or omissions of **University** and its officers, agents, and employees acting within the scope of their employment by **University**. This statement shall not be construed or interpreted as consent by **University** to be sued or as a waiver of **University's** sovereign immunity under §768.28, Florida Statutes.

## VII. TERMINATION

This Agreement may be canceled by either party upon no less than thirty (30) days written notice, with or without cause; notice shall be delivered by certified mail, return receipt requested, or in person with proof of delivery. In case of cancellation, only the percent of satisfactory progress actually achieved as of the date of termination, plus any non-cancellable obligations, will be due and payable to the **University**.

In the event that **University's** project director becomes unable or unwilling to continue the project activities, and a mutually acceptable substitute is not available, **Sponsor** has the option to terminate this Agreement.

## VIII. PUBLICITY

Neither party shall use the name of the other party, or its employees in any publicity, advertising, or news release without the prior written approval of an authorized representative of that party. **University** is required by §1004.22, Florida Statutes, to make available, upon request, the title and description of a research project, the name of the researcher (**University** Project Director), and the amount and source of funding provided for the project.

## IX. CONFIDENTIALITY

During the term of this Agreement, it may be necessary for either party to disclose to the other information or data that is confidential and proprietary to that party. All such confidential information will be clearly marked or identified as confidential at the time of disclosure or, if given orally, will be reduced to writing within 30 days. Each party agrees to hold confidential information it receives from the other party in confidence for at least

five years from the date the confidential information is either returned or destroyed as requested by the disclosing party.

The parties will take reasonable precautions to avoid disclosure, publication or dissemination of such confidential information and to use such confidential information only in connection with the project. No obligation of confidentiality applies to any information which was already in the receiving party's possession prior to its receipt from the disclosing party; is or becomes publicly known or available through no breach of this Agreement by the receiving party; is acquired by the receiving party from a third party without notice or restrictions of confidentiality; is independently developed by the receiving party's personnel to whom the providing party's confidential information had not been disclosed; or is required to be disclosed by law or governmental regulation, in which case both parties will work together in order to comply with such requirement.

## X. PUBLICATIONS

**Sponsor** recognizes that under **University** policy, the results of the project must be publishable and agrees that the **University** Project Director or **University** employees engaged in the project shall be permitted to present at symposia, national, or regional professional meetings, and to publish in journals, theses or dissertations, or otherwise of their own choosing. Prior to any publication or presentation, **Sponsor** reserves the right to review the publication or presentation to restrict any unwanted and/or unintended transmission of protected intellectual property. **Sponsor** reserves the right to use the data collected in marketing materials following consultation of the **University** to ensure accuracy of information

## XI. INTELLECTUAL PROPERTY

**University** agrees that the **University** Project Director will promptly disclose all intellectual property ("IP") generated during the course of this Agreement to **University** Patents & Licensing in accordance with USF System Policy 0-300 on Inventions and Works, and Patents & Licensing will promptly disclose the IP to **Sponsor**.

**University** owns IP that is conceived or made by **University** Project Director or any other **University** employee. **Sponsor** owns all IP that is conceived or made by employees of **Sponsor**. **University** and **Sponsor** jointly own IP that is conceived or made by employees of **University** or **Sponsor**.

Any background IP and technologies of **Sponsor**, the **University**, the University Project Director or other **University** employee existing prior to the execution of this Agreement are their own separate property, respectively, and are not affected by this Agreement.

## XII. GOVERNING LAW

Florida law shall govern the enforcement and interpretation of this Agreement without regard to its conflict of laws provisions.

### XIII. INSURANCE

**University** is a self-insured state university and maintains comprehensive general liability, including medical professional liability, protection coverage of \$200,000 per person, \$300,000 per occurrence, in accordance with §768.28, and either §1004.24, or Chapter 284, Part II, Florida Statutes. **University** maintains workers' compensation insurance in full compliance with Florida law. **University** will provide a certificate of liability protection to **Sponsor** upon request.

**Sponsor** shall maintain insurance in the types and amount which are standard in its industry.

### XIV. DELEGATION OF AUTHORITY

This Agreement is valid and enforceable only upon being signed by persons authorized to bind the **Sponsor** and **University**, and by all persons required by Florida law or **University** policy to sign an agreement of this nature in order to bind the **University**.

### XV. PROTECTION OF HUMAN SUBJECTS AND VERTEBRATE ANIMALS

The **University** bears full responsibility for the proper and safe performance of research involving its use of human subjects under this Agreement. If human subjects are used, their rights and welfare will be protected under 45 CFR Part 46, "Protection of Human Subjects," and the **University** will send a copy of current IRB approval to **Sponsor**.

The **University** bears full responsibility for the proper and safe performance of Research involving the use of vertebrate animals under this Agreement. If any vertebrate animals are used, they will be protected under 9 CFR Chapter 1, Subchapter A, Parts 1, 2, and 3, "Animal Welfare", and the **University** will send a copy of current IACUC approval to the **Sponsor**.

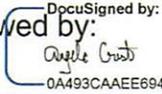
### XVI. EXPORT CONTROL

Both parties will comply with all U.S. export control laws and regulations, including but not limited to the International Traffic in Arms Regulations (ITAR), 22 CFR Parts 120 through 130, and the Export Administration Regulations (EAR), 15 CFR Parts 730 through 799, and all embargoes and/or other restrictions imposed by the Treasury Department's Office of Foreign Asset Controls (OFAC). Should **Sponsor** intend to distribute export controlled technical data or software to **University**, **Sponsor** must provide the **University** Export Control Officer with the appropriate export control designation for such technical data (e.g., ECCN or Munitions List Category) in advance. **University** reserves the right to elect not to receive such export controlled technical data. Approval from **University** Export Control Officer is required prior to acceptance of export controlled technical data. Notification of intended release of technical data from **Sponsor** to **University** can be made via [exportcontrol@usf.edu](mailto:exportcontrol@usf.edu).

**SIGNATURE PAGE FOLLOWS**

**IN WITNESS WHEREOF**, the parties have caused this agreement, which includes Attachments 1 and 2 to be executed by their undersigned duly authorized officials.

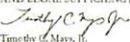
**University of South Florida  
Board of Trustees, a public body corporate**

Reviewed by:   
0A493CAAE6694CA...

Angela Crist, MPA  
University Project Director

SIGNED BY:  
Stephanie Rios   
Date: 2024.11.20 19:42:08 -05'00'

Stephanie Rios,  
Director, Sponsored Research  
USF Research & Innovation

APPROVED AS TO FORM  
AND LEGAL SUFFICIENCY  
  
Timothy C. Mays, Jr.  
USF ATTORNEY

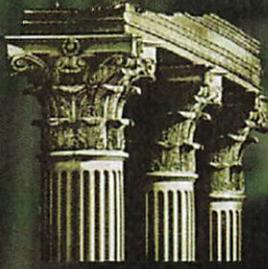
**Town of Fort Myers Beach**

  
[Signature of Authorized Representative]  
Name: Andrew Hyatt  
Title: Town Manager

**ATTACHMENT 1**  
**SCOPE OF WORK**

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Angela Crist, MPA  
Principal Investigator



the John Scott Dailey  
**FLORIDA  
INSTITUTE OF  
GOVERNMENT**  
at the University of South Florida

**We specialize in realizing and  
implementing big ideas in  
the public sector.**



# **PROPOSAL FOR A STRATEGIC PLANNING PROCESS**

August 11, 2024

**Prepared For:**

Andy Hyatt, Town Manager  
Jason Freeman, MPA, CMC  
Legislative Liaison/Deputy Clerk  
Town of Fort Myers Beach  
2731 Oak Street  
Fort Myers Beach, FL. 33931  
JasonF@fmbgov.com



In partnership with:



*Expert facilitators in strategic collaboration*

**Prepared By:**

Angela Crist, Director  
USF Florida Institute of Government  
4202 E Fowler Ave, SOC107  
Tampa, FL 33620  
acrist@usf.edu

# **ANTICIPATED SCOPE OF WORK**

## **OUR UNDERSTANDING OF YOUR NEED**

It is our understanding that Fort Myers Beach is interested in engaging the residents and leadership in a long-term, comprehensive strategic planning process.

The USF Florida Institute of Government in partnership with the SPC Collaborative Labs will conduct a series of exercises as part of a strategic planning process. The overarching purpose of this project is to assist the Town in better understanding the various stakeholders and opinions in their community. Information gleaned from this project will be used to update/create a new comprehensive strategic plan for the Town.

This project will benefit the Town in the following ways:

- Develop a better understanding of the collective Vision and Priorities for the Town
- Data collected will be able to assist the Town with informed resource allocation and development of a comprehensive strategic plan in the future
- Collaborating with USF and SPC provides the Town unbiased data from an outside organization that has a credible reputation researching data as well as working with local government

Specifically, the methodology will include an:

1. Increased sense of unity among stakeholders and community members through building a shared community identity
2. Increased consensus-building and decision-making skills to address community issues
3. Increased leadership and collaboration skills to accomplish community goals
4. Increased ability to effectively plan future community change and development initiatives

The Project Team is recommending a Phased Approach that will engage the Town, Community, Commission, Leadership and Staff in an iterative process that will ensure maximum engagement opportunities resulting in a collaborative approach to creating a long-term strategic plan that will serve Fort Myers Beach for years to come.

# Phase 1

## **1.1 Kick Off and Work Plan Refinement – Town Manager and Leadership Team**

The USF team in partnership with SPC Collaborative Labs will meet with Town senior staff to formally initiate the process, review and refine the work plan and scope, identify key stakeholders for initial interviews, and identify key background information for the team to review. Aspects of the work plan that may be refined include the sequence of the activities described below, the relative emphasis on meetings/group discussions and communication mechanisms for input, and the overall timeline of the project.

## **1.2 Town Council: Kick-Off, Setting Expectations and Teambuilding**

The USF team in partnership with SPC Collaborative Labs will facilitate a one-day workshop with Town leadership to share the action steps for the strategic planning process, discuss Council member expectations and participation as well as review the relevant requirements of the Sunshine Law. The specific agenda will be determined in consultation with the Town Manager.

## **1.3 Communications Outreach**

The USF team will work with Town staff throughout the process to develop or prepare strategic planning process content for use within the Town's current social-media and/or web presence.

## **1.4 Individual/Group Stakeholder Interviews**

The USF team will meet with 20-25 key individual, business and organization stakeholders identified by Town staff as having particular insight into issues facing the Town or into the views and opinions of segments of the Town community. Staff and elected officials will be asked to identify an initial set of interviewees, and others may be suggested by those interviewed or residents. Insights and information gained in these interviews will be used, without attribution (anonymously), to help develop starting points for discussions at the Community Forums and for potential social media outreach.

## **1.5 Resident Feedback Survey**

The USF team will work with staff to develop a Town-wide, web-based citizen survey. Initial questions for the survey will be developed in collaboration with staff. Additional questions may be identified by participants in the stakeholder interviews.

The USF team will analyze, group and summarize the feedback survey into a report which will be presented to Fort Myers Beach leadership team. A version of the survey results will also be posted to the Town's website.

### **1.6 Community Focus Group Forum 1 (3 hours)**

This Community Forum will invite stakeholders including residents, businesses, and other groups affiliated with the Fort Myers Beach community. The USF team in partnership with SPC Collaborative Labs will invite elected officials, but request elected officials to listen and observe, but not participate. This Forum will:

- ask participants to identify characteristics of Fort Myers Beach that they value most and do not want to change, and issues affecting Fort Myers Beach that the Town will need to address
- begin to discuss participants' desires for the future of the Town and Town government, including a potential vision statement, and possible goals, objectives or recommendations related to the vision and issues
- Discuss priorities

The USF team in partnership with SPC Collaborative Labs will develop workshop materials for the Forum. The USF team will also prepare a Forum Summary outlining activities and conclusions at the Forum, as well as suggestions for Town communication.

### **1.7 Community Focus Group Forum 2 (3 hours)**

Community Forum II will allow participants to:

- Review draft vision, objectives and recommendations
- Review input received through resident survey and social media since Forum 1
- Discuss and refine the draft vision, goals, objectives, and recommendations
- Test the degree of support or consensus for the vision, goals, objectives, and recommendations
- Discuss priorities

The USF team in partnership with SPC Collaborative Labs will develop workshop materials for Forum II based on discussions at Forum I, including the draft vision, objectives, and recommendations. The team will also prepare a written and visual Forum Summary outlining activities and conclusions at the Forum, as well as suggestions for social media communication.

## **1.8 Employee Survey**

To foster employee engagement, and assess employee readiness for change, the USF team will work with staff to develop a Town-wide, web-based employee survey. Employee feedback would be anonymous, with a goal of 100% employee participation/input. Survey questions would focus on:

- identifying internal and external strengths, weaknesses, opportunities and threats (SWOT) that are influencing Fort Myers Beach
- how the Town's current plans, policies and processes will shape future outcomes
- suggestions for improving organizational effectiveness
- overall employee engagement and readiness for change
- employee desires for the future of Atlantis government as an organization and as a workplace

Initial questions for the survey will be developed in collaboration with staff. This survey would include a mechanism for full employee participation, rather than a statistically representative sampling of employee opinion. The USF team will analyze, group and summarize the employee survey into two reports: one detailed report for leadership, and one abbreviated report which will be shared with all employees to foster engagement and buy-in.

## **1.9 Employee Focus Group Forum (3 hours)**

This Employee Forum will invite a representative sampling of employees across all departments, and all levels, of the organization.

- debrief the employee survey results
- prioritize the SWOT analysis results from the employee survey

The USF team will develop workshop materials for the Employee Forum. The USF team in partnership with SPC Collaborative Labs will prepare an Employee Forum Summary outlining activities and conclusions at the Forum.

## **1.10 Report to Council**

The USF team in partnership with SPC Collaborative Labs will prepare a presentation and report of Phase 1: Deliverables 1.1 – 1.9. This presentation will outline activities and conclusions, solicit comments on the overarching vision and goals resulting from the Community Forum, and solicit Council approval to proceed to Phase Two of the Strategic Planning Process.

# Phase 2

## **2.1 Leadership Forum I (4 hours)**

Leadership Forum I will include Leadership across each department and Town Council.

- debrief the citizen forum/survey results
- debrief the employee forum results
- debrief initial citizen and employee desires for the future of the Town, including potential goals, objectives and recommendations related to the vision
- develop mission, vision, values, and strategic SMART goals for the Town government as an organization

The USF team in partnership with SPC Collaborative Labs will develop workshop materials for Leadership Forum I. The team will prepare a Forum Summary Report outlining activities and conclusions at the Forum.

## **2.2 Town Manager & Executive Leadership Planning Meeting I (3 hours) virtual**

The USF team will meet with the Town Manager and Leadership Team to review the information-to-date and begin to finalize the language for the goals, objectives, and action items. This information will then be used for the Draft Final Report.

## **2.3 Leadership Forum II (3 hours)**

Leadership Forum II will include Leadership across each department and Town Council.

- Review/finalize mission, vision, values, and strategic SMART goals
- Develop champions, objectives, implementation plans and timelines for each goal
- Determine a schedule for monitoring (accountability checkpoints) for each goal

The USF team will develop workshop materials for Leadership Forum II. The team will prepare a Leadership Forum II Summary Report outlining activities and conclusions at the Forum, as well as recommendations for long-term success of the strategic plan.

## **2.4 Town Manager & Executive Leadership Planning Meeting II (3 hours) virtual**

The USF team and in partnership with SPC Collaborative Labs will meet with the Town Manager and Leadership Team to review the information to-date and begin to finalize the language for the goals, objectives, and action items. This information will then be used for the Draft Final Report.

## **2.5 DRAFT Final Report: Town Manager and Executive Leadership Team**

The USF team in partnership with SPC Collaborative Labs will prepare a Draft Strategic Plan which will include:

- An organizational overview
- A definition and purpose of the Strategic Plan
- A written summary of the process used in the completion and assembly of the plan
- An establishment of the Town's mission, vision and values statements
- A list of stakeholder priorities for Town goals and objectives, including those of elected officials, employees, residents, businesses, and of any other significant groups
- A description of SMART goals and objectives for the Town
- Recommendations for the long-term success of the strategic plan
- Raw data obtained from the assembly of the plan
- Other information as deemed necessary by the USF team

Following the Deliverable 2.4, the USF team in partnership with SPC Collaborative Labs will present the final draft report to the Town Manager and Executive Leadership for review and comment.

## **2.6 Presentation of Final Report to Council**

The USF team in partnership with SPC Collaborative Labs will collaborate with Town staff to present the report to the Council. The USF team in partnership with SPC Collaborative Labs will answer questions and/or clarify the report and implementation strategies.

# Phase 3

## 3.1 Implementation Planning

As part of this process, the USF team in partnership with SPC Collaborative Labs will work with the Council and Town Manager to design the “Roadmap” for how to accomplish the goals and objectives while considering accountability strategies, budget alignment and a cultural change management process.

## 3.2 Strategies for Supporting the Implementation Plan

As part of this process, the USF team in partnership with SPC Collaborative Labs will work with the Council and Town Manager to ensure the five key components needed to support the implementation plan are in place: people, resources, structure, systems, and culture. This will also include an agreed upon dashboard tool and process for the Implementation Plan Facilitation.

## 3.3 Implementation Plan Facilitation (Quarterly for 1 year)

The completed Strategic Plan is a living document and should function as the main thrust of Fort Myers Beach in goal achievement. The Collaborative Labs team at SPC in partnership with the USF team will facilitate Implementation Workshops on a quarterly basis for a year to assess progress made to date and recalibrate plan to align with goals as needed.

# ANTICIPATED TIMELINE

The timeline may be adjusted at the discretion of Town Staff. The total project duration would be approximately 24 to 36 months to complete the scope of services from execution of a signed contract. Note: This outline is tentative and will be refined based on initial consultation with Town Leadership and Staff. It is intended to serve as a starting point for discussions to develop a final design.

## Phase One

1.1 Kick Off and Work Plan Refinement	October 2024
1.2 Town Council: Kick-Off, Setting Expectations & Teambuilding	November 2024
1.3 Communications Outreach	October 2024 - Ongoing
1.4 Individual/Group Stakeholder Interviews	January 2025
1.5 Resident Feedback Survey	February 2025
1.6 Community Focus Group Forum I (3 hours)	March 2025
1.7 Community Focus Group Forum II (3 hours)	April 2025
1.8 Employee Survey	March 2025
1.9 Employee Focus Group Forum (3 hours)	May 2025
1.10 Report to Council	June 2025

**Phase Two**

2.1 Leadership Forum I (4 hours) off-site	August 2025
2.2 Town Manager & Executive Leadership Planning Meeting	September 2025
2.3 Leadership Forum II (3 hours) off-site	October 2025
2.4 Town Manager & Executive Leadership Planning Meeting	November 2025
2.5 Draft Final Report Review	December 2025
2.6 Final Report to Council	January 2026

**Phase Three**

3.1 Implementation Planning	January 2026
3.2 Strategies for supporting the implementation plan	March 2026
3.3 Implementation plan facilitation	March 2027

**ESTIMATED INVESTMENT**

The USF Florida Institute of Government and the SPC Collaborative Labs recommend a discussion on the proposed scope of work prior to submitting a formal cost for services. It is important the Town agrees to the anticipated deliverables, methodology and timeline preceding development of the final costs.

Based on the scope and expected deliverables, the estimated costs to complete the proposed Strategic Planning Process is \$225,427.60 for the above-mentioned tasks. The final cost is inclusive of travel, printing, publishing, and ADA document remediation.

PHASE	TIMELINE	COST
Phases 1	October 2024-June 2025	\$115,972.20
Phases 2	August 2025-January 2026	\$62,821.20
Phases 3	March 2026- March 2027	\$46,634.20

# ANTICIPATED CHALLENGES AND SOLUTIONS

## **Coordinating between organizational and community-wide process components**

While the strategic planning process methodology focuses primarily on a vision, goals, and objectives for the Town as an organization, it also highlights the importance of developing these within the context of a broader community-wide conversation about the character and future of the Town itself. Activities addressing each of these components will have to be carefully sequenced and coordinated to ensure that the community-wide context is established at a point in the process and in a way that allows the activities focused on Town government to be fully informed and supported by that context.

## **Effectively integrating employee input with leadership direction**

Employee input is often critical to understanding how an organization works and the challenges it faces. At the same time, it is important for employees and senior staff to develop a shared understanding, and level of comfort with, how that input will be used in the process. Careful framing and facilitation of the employee and leadership conversations described above can help ensure a productive role for this input.

## **Integrating input received through different channels**

The scope of work in this proposal contemplates soliciting input from all stakeholders through a variety of modes: interviews, focus groups, community meetings, surveys, and social media. To maximize participant satisfaction with the process, it will be important that the full range of this input is available to participants and understood by them when they need it.

## **Transparency and responsiveness**

The process outlined in this proposal includes many activities and conversations and will ideally result in products that guide Town government operations for a significant time to come. Because of this, it will be critical that residents and other stakeholders understand the range of input received and conversations conducted in the process, and how the results are based on that input and those conversations.

## ADDITIONAL INFORMATION

Our team of experts in Statistics and Data Analysis, Survey Development, Human Resource and Project Management, as well as strategic planning for local governments come from both the University of South Florida School of Public Affairs and St. Petersburg College Collaborative Labs may include:

**Angela Crist, MPA**, serves as the Director of the USF FIOG. Ms. Crist has a proven track record as a high energy, results driven leader recognized for innovative strategies and tactics. Her excellent problem solving and customer-oriented focus have created value and managed client expectations to obtain mutual benefit. With over 15 years of experience, Angela has built and led new departments or groups with related staff training and mentoring to attain long-term business goals. She has consistently achieved positive results by motivating and leading organizations to identify, develop and capitalize on business opportunities by forging alliances across organizational boundaries. Her professional affiliations include Florida Village and County Management Association, Florida League of Cities, Florida Association of Counties, USF Alumni Association, USF Area Community Civic Association, and Leadership Tampa Bay Alumni Association.

**John L. Daly, PhD**, is Associate Professor of Public Administration and past Founding Director of the School of Public Affairs at the University of South Florida. His research interests include human resource management and public policy issues facing local government. He also is a specialist of governance and public policy challenges facing southern African nations. John has received two Fulbright Scholar grants to the Kingdom of Swaziland. He first served as a consultant to the Kingdom of Swaziland's government (1998-99). His second Fulbright grant allowed him to join the University of Swaziland faculty (2005-06). Most recently, John was selected as the 2014 recipient of the International Village/County Management Association's Academic Award in Memory of Stephen B. Sweeney. This honor was presented to him at the 100th ICMA Conference in Charlotte, NC, in September 2014. John is the author of two books, *Training in Developing Nations* (2005, M.E. Sharpe/Routledge) and *Human Resource Management in the Public Sector: Policies and Practices*, (2012, M. E. Sharpe/Routledge). Dr. Daly has extensive experience providing consulting services to Florida municipal governments, primarily in the areas of human resource management and organizational development.

**Tina Fischer** serves as the Director and facilitator for the SPC Collaborative Labs. Tina has over 25 years leading process improvement, corporate training, strategic planning, and facilitation. In addition to facilitating, she manages the operations of Collaborative Labs to ensure successful outcomes for clients. Tina's previous experience as a computer consultant had her traveling across the United States helping Fortune 500 clients implement new computer systems. Through this experience, her propensity for efficiency developed. She specialized in workflow management, process improvement, effective team communication, policy and procedure documentation, training, and quality control. Tina received her Bachelor of Science in Electrical Engineering from Florida State University. She was also an adjunct math professor for St. Petersburg College. Her love of teaching and ability to simplify the complex is apparent during client engagements.

**Andrea Henning, MEd**, serves as the Executive Director and facilitator for the SPC Collaborative Labs. Andrea has over 30 years leading strategic planning, corporate training, and leadership development, including the launch of the Collaborative Labs over 17 years ago. She has facilitated over 3000 regional, national, and international engagements. Prior to the Labs, Andrea led corporate training and organizational development for companies including: Chrysler, GE, and Universal Studios. She managed projects at Paradigm Learning for Frito-Lay, Pepsi, Capital One, and Kimberly-Clark. Andrea is a certified Co-Active Coach. Her education includes a BA from Wheaton College, a M.Ed., and post-graduate work in Educational Psychology from the University of Toledo.

**Jonathan Massie** serves as the Visual Illustrator for the SPC Collaborative Labs. Jonathan is Collaborative Lab's extraordinary artist. He interprets our workshop discussions into compelling illustrations that depict their shared vision and strategy. Jonathan has completed over 3,000 illustrations to date. These illustrations capture participants' stories in a unique way that are used beyond the workshop into strategy implementation. Jonathan has a Bachelor of Fine Arts from Virginia Commonwealth University. He began his career creating graphic design and managing art departments for newspapers such as the Chicago Sun Times, Cincinnati Enquirer, Detroit Free Press, and Baltimore Sun. Over the past 20 years, 10 of which have been with the Labs, Jonathan has focused on designing business illustrations for nonprofit, government, and commercial clients. His talents span various media including pen, marker, computer graphics and video production.

**Stephen Neely, PhD**, is an assistant professor in Public Administration at the University of South Florida's School of Public Affairs. He has an earned PhD in Public Administration from North Carolina State University, as well as two master's degrees in social and public policy Analysis as well as Business Administration. His specialties include research methods, survey administration, and data analysis, and he has previously conducted survey research in partnership with agencies/organizations such as the Florida Village/County Management Association, the Florida Center for Cybersecurity, and the Village of Zephyrhills, Florida.

**Robyn Odegard, MA**, serves as the Learning and Development Facilitator with the Florida Institute of Government at USF. In this role, she serves as project manager, program manager, and research administrator. Robyn holds certifications as a Certified Associate in Project Management (CAPM) from the Project Management Institute and CRA USF-ADVANCED certification from USF Research and Innovation. She received her MA in Political Science from the University of South Florida.

**PJ Petrick** serves as the Project Technologist for the SPC Collaborative Labs. PJ manages and assists with facilitating all the technology needs of the collaborative engagements at Collaborative Labs. Specializing in guiding participants through using the Collaborative Labs cutting edge technology, PJ uses a hands-on approach to ensure that session goals are met in the most efficient manner. PJ has over 16 years' experience in the business and management information systems industry. He has managed technology in over 3000 collaborative events. He was the planner and leader of the St. Petersburg College's technology instillation team. He has also owned and managed small businesses over the last 10 years. PJ received a Bachelor of Science from the University of Central Florida and holds an A+ certification in technology.

# BRIEF DESCRIPTION OF ORGANIZATIONS

## **PRIMARY LEAD AGENCY**

The John Scott Dailey Florida Institute of Government (FIOG) was created by the Florida Legislature in 1980 and subsequently designated as a Type I Institute by the Florida Board of Regents. The institute fulfills its statewide mission through a consortium of six (6) affiliate program offices located at the Florida State University, the University of Florida, the University of South Florida, the University of Central Florida, Florida Atlantic University, and Florida Gulf Coast University.

The FIOG at USF works directly with all USF faculty, staff, and practitioner's university-wide to bring their expertise to our clients. All our USF faculty, staff and practitioners are highly qualified and provide top notch services in a variety of critical areas including developing and implementing training and research programs, services, and grant and contract administration activities involving federal, state, and local governments, non-profit organizations, and the private sector.

In January 2013, the School of Public Affairs (SPA) at the University of South Florida (USF) was created to merge the graduate programs in Urban and Regional Planning and Public Administration, as well as the John Scott Dailey Florida Institute of Government. The faculty consists of an interdisciplinary group of scholars and former practitioners who share a common commitment to student learning, top-notch scholarship and applied community engagement.

The School's John Scott Dailey Florida Institute of Government (FIOG) provides training and technical assistance to local and state government officials, volunteers, and the general public on a wide range of topics, such as team building, strategic planning, goal setting and effective communication. FIOG partners University professionals from a variety of disciplines with organizational leaders charged with solving specific local issues to identify, evaluate and implement effective solutions. For the purposes of this project.

## **CO-LEAD AGENCY**

Collaborative Labs at St. Petersburg College, founded in 2004, specializes in the design, facilitation, and documentation of highly interactive and dynamic facilitated planning engagements whether in-person, mobile, virtual or hybrid.

Strategic planning services are designed to produce maximum benefits in minimal time for clients. At Collaborative Labs, strategic visioning is the specialty. With more than 17 years of redefining strategic planning services and collaborative problem solving the extensive roster of satisfied clients is a testament to the value-added partnerships and lasting results. Their unique approach to strategic planning services is unparalleled in the industry from understanding how to leverage team strengths, enhancing individual performance to aligning business solutions with corporate goals. Expert facilitators empower participants to resolve conflicts and competing priorities through collaboration, and pinpoint overlapping areas of responsibility to help employees avoid duplication of effort and prevent deliverables from slipping through the cracks.

Importantly, Collaborative Labs is known for ensuring that all your stakeholders have an equal voice in the strategic-planning process. This is critical to the success of your endeavor and produces significantly better results than top-down planning. When individual team members are actively involved in contributing to business solutions, they feel more invested in the outcomes and take greater pride in organizational achievements – further enhancing your potential for success.

## OUR SERVICE CAPABILITIES

**The John Scott Dailey Florida Institute of Government (FIOG at USF)** works directly with all USF faculty, staff, and practitioner's university-wide to bring their expertise to our clients. As part of a regional structure for enhanced relationships, FIOG serves government and non-profit entities within a 9- county region including Hardee, Hernando, Highlands, Hillsborough, Manatee, Pasco, Pinellas, Polk, and Sarasota.

With over 25 years of experience in the local community, the Florida Institute of Government at the University of South Florida has a vast history of helping government and non-profit entities through visioning and strategic planning processes, offering, and coordinating trainings, technical assistance, and applied research projects for the local community. Since 1995, the institute has conducted approximately 24,793 workshops and conferences statewide in Florida—an average of 2,749 per year. Also, during this same time, approximately 580,685 participants, the large majority of whom represent officials and employees from local government in Florida, have attended programs resulting in over 2.6 million professional contact hours. The institute has also conducted an estimated 1,190 technical assistance and applied research projects, an average of 119 annually.

**Collaborative Labs at St. Petersburg College**, through an engaging, collaborative process and interactive technology (brainstorming and polling technology), are able to bring stakeholders together and help them achieve consensus on a shared strategic vision, priorities and accountability. The customized programs are designed to foster creative business solutions that create successful outcomes. The real value of the services provided lies not only within the expert facilitation and collaborative technology, but also in the ability to leverage those resources to provide a practical and actionable roadmap for success. A Real-Time Record™ is made available within two to three business days to allow the client to start right away on the outcomes of the engagement.

The Collaborative Labs at St. Petersburg College have facilitated over 3,000 engagements for business and organizations within government, municipality, profit, and non-profits. These engagements have taken place in person at their 10,000 square foot state-of-the-art technology labs, mobile throughout the United States and virtual.

**ATTACHMENT 2**  
**METHOD OF PAYMENT**

**Sponsor** agrees to compensate the **University** on a fixed price basis for an amount not to exceed **\$225,428.00 USD**. **University** shall submit invoices according to the following schedule. Payment shall be made within 30 days of approved invoice.

\$ 90,171.20 due upon execution of this Agreement.

\$ 90,171.20 due one year from the Effective Date.

\$ 45,085.60 due two years from the Effective Date.

In the event that unobligated funds remain at the conclusion of the project, unobligated funds shall remain with the **Sponsor**.

Checks shall be made payable to the University of South Florida and sent to the address listed in Article 3 of this Agreement.

## Certificate Of Completion

Envelope Id: 4931E1B7CD5347EDA3A2A66F0C57C7B9

Status: Completed

Subject: Complete with Docusign: Crist\_USF\_TFMB\_Strategic-Planning\_RA\_stamped.pdf

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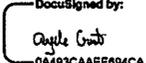
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University of South Florida

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## Intermediary Delivery Events

Status

Timestamp

## Certified Delivery Events

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## Carbon Copy Events

Status

Timestamp

## Witness Events

Signature

Timestamp

## Notary Events

Signature

Timestamp

## Envelope Summary Events

Status

Timestamps

Envelope Sent

Hashed/Encrypted

11/19/2024 9:35:10 AM

Certified Delivered

Security Checked

11/19/2024 10:44:38 AM

Signing Complete

Security Checked

11/19/2024 10:44:57 AM

Completed

Security Checked

11/19/2024 10:44:57 AM

## Payment Events

Status

Timestamps

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Final Audit Report

2024-11-22

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By:	Jason Freeman (jasonf@fmbgov.com)
Status:	Signed
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-  Document emailed to Andrew Hyatt (andyhyatt@fmbgov.com) for signature  
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