

**CITY OF MIRAMAR
PROPOSED CITY COMMISSION AGENDA ITEM**

Meeting Date: March 4, 2026

Presenter's Name and Title: Kassandra Lindsay, Chief of Staff, Office of the City Manager

Prepared By: Kassandra Lindsay, Chief of Staff, Office of the City Manager

Temp. Reso. Number: 8629

Item Description: Temp. Reso. #R8629 APPROVING A PROJECT AGREEMENT WITH THE WHITEHOUSE GROUP TO FACILITATE AND DEVELOP A COMPREHENSIVE CITYWIDE STRATEGIC PLAN THAT WILL GUIDE POLICY DIRECTION, OPERATIONAL PRIORITIES, AND RESOURCE ALIGNMENT IN AN AMOUNT NOT TO EXCEED \$204,000 (*Kassandra Lindsay, Chief of Staff*).

Consent Resolution Ordinance Quasi-Judicial Public Hearing

Instructions for the Office of the City Clerk: Agreement to be signed on dais.

Public Notice – As required by the Sec. ____ of the City Code and/or Sec. ____, Florida Statutes, public notice for this item was provided as follows: on _____ in a _____ ad in the _____; by the posting the property on _____ and/or by sending mailed notice to property owners within ____ feet of the property on _____
(fill in all that apply)

Special Voting Requirement – As required by Sec. _____, of the City Code and/or Sec. ____, Florida Statutes, approval of this item requires a _____ (unanimous, 4/5ths etc.) vote by the City Commission.

Fiscal Impact: Yes No

REMARKS: Funding in an amount not to exceed \$204,000 is available in Account Number 001-90-000-519-000-603190 (Professional Services – Other) in the amount of \$122,000, and Account Number 410-90-000-536-000-603190 (Professional Services – Other) in the amount of \$82,000.

Content:

- Agenda Item Memo from the City Manager to City Commission
- Resolution TR8629
 - Exhibit A: Project Agreement



**CITY OF MIRAMAR
INTEROFFICE MEMORANDUM**

TO: Mayor, Vice Mayor, & City Commissioners
FROM: Dr. Roy L. Virgin, City Manager 
BY: Kassandra Lindsay, Chief of Staff, Office of the City Manager
DATE: February 26, 2026
RE: Temp Reso. No. 8629 authorizing the execution of a Project Agreement with The Whitehouse Group for the development of the City's Strategic Plan

RECOMMENDATION: The City Manager recommends approval of Temp. Reso. No. R8629 approving a Project Agreement with The Whitehouse Group ("TWG") to facilitate and develop a comprehensive Citywide Strategic Plan in an amount not-to-exceed \$204,000.

ISSUE: City Commission approval is required for expenditures exceeding \$75,000, in accordance with City Code Section 2-412 (a)(1).

BACKGROUND: The Citywide Strategic Plan serves as the City's long-term roadmap for organizational direction, policy alignment, service delivery, and resource allocation. The plan creates a shared vision and clear strategic priorities that help guide decisions, day-to-day operations, and performance tracking across all City departments, while ensuring City initiatives reflect the needs and expectations of the community.

The City of Miramar has previously engaged in strategic planning to guide its growth and service delivery; however, evolving community priorities, economic conditions, workforce needs, and technological advancements necessitate developing an updated, comprehensive Citywide Strategic Plan. This effort will ensure that the City remains responsive, fiscally responsible, and strategically positioned to address both current and future challenges.

The proposed Comprehensive Citywide Strategic Plan will be a five-year plan, covering Fiscal Years 2027 through 2031, and will provide a clear framework for setting Citywide goals, identifying measurable objectives, and aligning departmental work plans, budgets, and performance metrics with the City's long-term vision.

The City has a Continuing Services Agreement with TWG that was awarded under Request for Qualifications No. 25-04-19 entitled "*Library of Miscellaneous Professional Management Consultants.*" TWG was selected from the General Planning category to assist in developing the City-wide strategic plan, based on the firm's qualifications, experience in municipal strategic planning, and ability to deliver comprehensive planning, engagement, and implementation services. The firm has experience working with municipal and regional government agencies, including the City of Hollywood, the City of Opa-locka, and the Broward Metropolitan Planning Organization, and brings expertise in public-sector strategic planning, governance alignment, and implementation planning.

In addition, TWG was competitively selected through the City's procurement process to facilitate the City's Strategic Planning Visioning Session in October 2025. During that engagement, the firm led discussions with elected officials, executive leadership, department directors, and key stakeholders to identify priority focus areas, guiding principles, and long-term strategic themes for the City.

The development of the City's Strategic Plan is a direct continuation of the previously authorized Visioning Session and builds on the stakeholder input, data analysis, and foundational framework established during that process. Utilizing the same firm ensures continuity of approach, preserves institutional knowledge gained through the engagement, avoids duplication of effort and cost, and supports the timely completion of strategic planning deliverables aligned with the City's operational and budget planning cycles.

DISCUSSION: The proposed Project Agreement with TWG will include, but is not limited to, the following scope of services:

- Development of a comprehensive Citywide Strategic Plan that aligns policy direction, operational priorities, performance measurement, and resource allocation.
- Facilitation of strategic planning workshops and working sessions with the City Commission, executive leadership, department leadership, and key stakeholders.
- Translation of Visioning Session outcomes into actionable goals, objectives, and performance indicators.
- Alignment of strategic priorities with departmental work plans, budgeting processes, and performance management systems.
- Support for implementation planning, accountability frameworks, and progress tracking.
- Development of tools and materials to support internal communication and community engagement related to the Strategic Plan.

TWG will deliver these services over a two-year period by working collaboratively with City leadership and stakeholders through a phased approach that includes planning, facilitation, analysis, and implementation support, ensuring the Strategic Plan is

developed, adopted, and integrated into the City's operational, budgetary, and performance management processes in alignment with the City's planning and fiscal cycles.

ANALYSIS: Funding in an amount not to exceed \$204,000 is available as follows: \$122,000 from Account No. 001-90-000-519-000-603190 (Professional Services – Other) and \$82,000 from Account No. 410-90-000-536-000-603190 (Professional Services – Other).

Temp. Reso. No. 8629

1/29/26

2/24/26

**CITY OF MIRAMAR
MIRAMAR, FLORIDA**

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF MIRAMAR, FLORIDA, APPROVING A PROJECT AGREEMENT WITH THE WHITEHOUSE GROUP TO FACILITATE AND DEVELOP A COMPREHENSIVE CITYWIDE STRATEGIC PLAN TO GUIDE POLICY DIRECTION, OPERATIONAL PRIORITIES, PERFORMANCE MEASUREMENT, AND RESOURCE ALIGNMENT, IN AN AMOUNT NOT-TO-EXCEED \$204,000; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Citywide Strategic Plan serves as the City's long-term roadmap for organizational direction, policy alignment, service delivery, and resource allocation, and establishes a shared vision and strategic priorities to guide decision-making, operations, and performance measurements across all City departments; and

WHEREAS, the City of Miramar has previously engaged in strategic planning efforts; however, evolving community priorities, economic conditions, workforce needs, and technological advancements necessitate the development of an updated and comprehensive Citywide Strategic Plan to ensure the City remains responsive, fiscally responsible, and strategically positioned to address current and future challenges; and

WHEREAS, the proposed Comprehensive Citywide Strategic Plan will be a five-year plan covering Fiscal Years 2027 through 2031 and will provide a framework for establishing Citywide goals, identifying measurable objectives, and aligning departmental work plans, budgets, and performance metrics with the City's long-term vision; and

Reso. No. _____

WHEREAS, the City has a Continuing Services Agreement with The Whitehouse Group (“TWG”), awarded under Request for Qualifications No. 25-04-19, entitled Library of Miscellaneous Professional Management Consultants, and TWG was selected from the General Planning category based on the firm’s qualifications, experience in municipal strategic planning, and ability to deliver comprehensive planning, engagement, and implementation service; and

WHEREAS, TWG has demonstrated experience working with municipal and regional government agencies, including the City of Hollywood, the City of Opa-locka, and the Broward Metropolitan Planning Organization, and brings expertise in public-sector strategic planning, governance alignment, and implementation planning; and

WHEREAS, TWG was competitively selected through the City’s procurement process to facilitate the City’s Strategic Planning Visioning Session conducted in October 2025, during which the firm led engagement with elected officials, executive leadership, department directors, and key stakeholders to identify priority focus areas, guiding principles, and long-term strategic themes for the City; and

WHEREAS, the development of the City’s Strategic Plan is a direct continuation of the previously authorized Visioning Session and builds upon the stakeholder input, data analysis, and foundational framework established during that engagement; and

WHEREAS, utilizing the same firm ensures continuity of approach, preserves institutional knowledge gained through the engagement process, avoids duplication of effort and cost, and supports the timely completion of strategic planning deliverables aligned with the City’s operational and budget planning cycles; and

WHEREAS, the proposed Project Agreement with TWG includes the development of a comprehensive Citywide Strategic Plan, facilitation of strategic planning workshops, translation of Visioning Session outcomes into actionable goals and performance indicators, alignment with departmental work plans and budgets, and support for implementation planning and accountability frameworks; and

WHEREAS, TWG will deliver these services over a two-year period by working collaboratively with City leadership and stakeholders through a phased approach that includes planning, facilitation, analysis, and implementation support, ensuring the Strategic Plan is developed, adopted, and integrated into the City's operational, budgetary, and performance management processes in alignment with the City's planning and fiscal cycles; and

WHEREAS, the City Manager has determined that entering into a Project Agreement with The Whitehouse Group to facilitate and develop the Citywide Strategic Plan is in the best interest of the City and recommends approval of the Project Agreement in an amount not-to-exceed \$204,000; and

Temp. Reso. No. 8629

1/29/26

2/24/26

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF
MIRAMAR, FLORIDA, AS FOLLOWS:**

Section 1: That the foregoing “**WHEREAS**” clauses are ratified and confirmed as being true and correct and are made a specific part of this Resolution.

Section 2: That the City Commission approves the Project Agreement with The Whitehouse Group, attached hereto as Exhibit “A,” and authorizes the City Manager to execute the agreement, together with such non-substantive changes as are deemed acceptable to the City Manager and approved as to form and legal sufficiency by the City Attorney, in an amount not-to-exceed \$204,000.

Section 3: That the appropriate City officials are authorized to do all things necessary and expedient in order to carry out the aims of this Resolution.

Section 4 : That this Resolution shall take effect immediately upon adoption.

Temp. Reso. No. 8629

1/29/26

2/24/26

PASSED AND ADOPTED this _____ day of _____, _____.

Mayor, Wayne M. Messam

Vice Mayor, Yvette Colbourne

ATTEST:

City Clerk, Denise A. Gibbs

I HEREBY CERTIFY that I have approved
this RESOLUTION as to form:

City Attorney,
Austin Pamies Norris Weeks Powell, PLLC

<u>Requested by Administration</u>	<u>Voted</u>
Commissioner Maxwell B. Chambers	_____
Commissioner Avril Cherasard	_____
Vice Mayor Yvette Colbourne	_____
Commissioner Carson Edwards	_____
Mayor Wayne M. Messam	_____



**PROJECT AGREEMENT FOR
STRATEGIC PLANNING SERVICES
BETWEEN
THE CITY OF MIRAMAR
AND
THE WHITEHOUSE GROUP**

THIS PROJECT AGREEMENT (the "Agreement") is made effective on the last date of execution herein, between the **CITY OF MIRAMAR, FLORIDA**, a Florida municipal corporation with its principal offices located at 2300 Civic Center Place, Miramar, Florida 33025 (the "City"), and The Whitehouse Group, a Florida corporation, authorized to conduct business in the State of Florida (the "Consultant"), whose principal place of business is 100 West Cypress Creek Road, Suite 620, Fort Lauderdale, FL 33309.

WITNESSED:

WHEREAS, the City established a Pool of Miscellaneous Professional Management Consultants to provide professional services to the City on an as needed basis pursuant to Request For Qualifications # 25-04-19 (the "RFQ"); and

WHEREAS, the Consultant is a member of the pool under the subcategory "General Planning" and has executed a Continuing Services Agreement applicable to the provision of such professional services; and

WHEREAS, the City wishes to engage the services of the Consultant to facilitate and develop a Comprehensive Strategic Planning Process for the City (the "Project"); and

WHEREAS, in accordance with the provisions of the Continuing Services Agreement the parties, through mutual negotiation, have agreed upon the Scope of Services.

NOW, THEREFORE, in consideration of the foregoing recitals, which are incorporated herein, and the mutual covenants, terms and conditions provided below, the Consultant and the City agree as follows:

1. **Contract Documents**

The Contract Documents referred to in this Agreement shall be comprised of the following:

1.1 This Agreement between the parties, including any General Terms and Conditions, Supplementary Conditions, Statement of Work or any other provisions contained within this Agreement.

1.2 The Scope of Services submitted by the Consultant and accepted by the City, attached hereto as **Exhibit 1**.

1.3 The Continuing Services Agreement dated October 1, 2025, between the City and Consultant, the terms and conditions of which shall apply to the provision of Services under this Agreement.

1.4 Any and all applicable addenda, proposals executed and submitted by the Consultant and accepted by the City, specifications and insurance certificates; and

1.5 All amendments mutually agreed to after execution of this Agreement.

These Contract Documents comprise the entire agreement for the Services agreed to herein between the parties and are incorporated into and made a part of this Agreement as if attached to this Agreement or repeated herein. In the event of a conflict between this Agreement and any other Contract Document(s), this Agreement shall prevail. All definitions and terms used in the RFQ are incorporated herein and made a part of this Agreement.

2. **The Work**

Consultant shall furnish all labor, materials and equipment necessary to provide professional Services as specified in the **Exhibit 1**.

3. **Period of Service**

The Consultant shall begin work promptly after receipt of a fully executed copy of this Agreement and a letter of Notice to Proceed or Purchase Order from the City and shall complete the Project within the time mutually agreed upon, as specified in **Exhibit 1**.

4. Compensation

Compensation (the "Contract Sum") for performing the Services related to the Project shall be the fee of two hundred and four thousand dollars and zero cents (**\$204,000.00**), as specified in **Exhibit 1**.

5. Payments

5.1 The City shall pay the Contract Sum to the Consultant subject to the completion of tasks as specified in **Exhibit 1**. The City shall pay the Consultant for work performed subject to the specifications of the job and subject to any additions and deductions by subsequent change order, or contract amendments provided in the Contract Documents.

5.2: The Consultant shall provide periodic invoices to the City upon completion of a substantial portion of the Services relating to the Scope of Services contained within this Agreement and as required by the terms of the RFQ. Payment shall be made to the Consultant upon approval of invoices submitted to the City.

6. Termination

6.1 This Agreement may be terminated by the City for convenience upon thirty (30) calendar days' written notice to the Consultant. In the event of such termination, any Services performed by the Consultant under this Agreement shall, at the option of the City, become the City's property, and the Consultant shall be entitled to receive compensation for any work completed pursuant to this Agreement to the satisfaction of the City up through the date of termination. Under no circumstances shall City make payment for Services that have not been performed.

6.2 This Agreement may be terminated by either party for cause upon five calendar days' written notice to the other should such other party fail to perform in accordance with its material terms through no fault of the party initiating the termination. In the event the Consultant abandons this Agreement or causes it to be terminated by the City, the Consultant shall indemnify and save the City harmless against loss pertaining to this termination. In the event that the Consultant is terminated by the City for cause and it is subsequently determined by a court of competent jurisdiction that such termination was without cause, such termination shall thereupon be deemed a termination for convenience and the provisions in the paragraph above shall apply.

7. Default

In the event of a default by Consultant, the default provisions contained in the Continuing Services Agreement between the parties shall govern.

8. Warranties and Guarantees

8.1 The Consultant warrants that its Services are to be performed within the limits prescribed by the City and with the usual thoroughness and competence of the Consultant's profession.

8.2 The Consultant shall be responsible for technically deficient designs, reports or studies due to negligent acts, errors or omissions. The Consultant shall, upon the request of the City, promptly correct or replace all deficient work due to negligent acts, errors or omissions without cost to the City.

9. Binding Effect

This Agreement shall bind, and the benefits thereof shall inure to the respective parties hereto, their legal representatives, executors, administrators, successors and assigns.

10. Amendments and Modification

No amendments and/or modifications of this Agreement shall be valid unless in writing and signed by each of the parties to the Agreement.

11. Merger/Amendment

This Agreement, including the referenced Contract Documents, and any attachments, constitute the entire agreement between Consultant and City, and all negotiations and oral understandings between the parties are merged herein. This Agreement may be supplemented and/or amended only by a written document executed by both Consultant and City.

12. Non-assignability

Consultant shall not assign, subcontract or transfer any rights or delegate any duties arising under this Agreement without prior written consent of the City, which consent may be withheld by the City in its sole discretion.

13. Notices

Whenever either party desires to give notice to the other, it shall be given by written notice, sent by certified United States mail, with return receipt requested, addressed to the party for whom it is intended, at the place last specified, and the place for giving of notice in compliance with the provisions of this paragraph. For the present, the parties designate the following as the respective places for giving of notice, to-wit:

FOR CONSULTANT:

Title:
The Whitehouse Group
100 West Cypress Creek Road
Suite 620
Fort Lauderdale, FL 33309

FOR CITY:

City of Miramar
Dr. Roy L. Virgin
City Manager
2300 Civic Center Place
Miramar, FL 33025
Telephone: 954-602-3115
Facsimile: 954-602-3672

With Copy to:

Austin Pamies Norris Weeks
Powell, P.L.L.C., City Attorney
401 NW 7th Avenue
Ft. Lauderdale, FL 33311
Telephone: 954-768-9770
Facsimile: 954-768-9790

14. Severability; Waiver

Any provision in this Agreement that is prohibited or unenforceable under Florida or federal law shall be ineffective to the extent of such prohibitions or unenforceability without invalidating the remaining provisions hereof. Also, the non-enforcement of any provision by either party to this Agreement shall not constitute a waiver of that provision nor shall it affect the future enforceability of that provision or the remainder of this Agreement.

15. Public Records

The Consultant shall comply with The Florida Public Records Act as follows:

15.1 Keep and maintain public records in the Consultant's possession or control in connection with the Consultant's performance under this Agreement, that ordinarily and necessarily would be required by the City in order to perform the service.

15.2 Upon request by the City's records custodian, provide the City with a copy of requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law.

15.3 Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of this Agreement and following completion of this Agreement until the records are transferred to the City.

15.4 Upon completion of this Agreement or in the event of termination of this Agreement by either party, any and all public records relating to this Agreement in the possession of the Consultant shall be delivered by the Consultant to the City, at no cost to the City, within seven (7) days. All records stored electronically by the Consultant shall be delivered to the City in a format that is compatible with the City's information technology systems. Once the public records have been delivered to City upon completion or termination of this Agreement, the Consultant shall destroy any and all duplicate public records that are exempt or confidential and exempt from public record disclosure requirements.

15.5 The Consultant's failure or refusal to comply with the provisions of this Section shall result in the immediate termination of this Agreement by the City.

15.6 IF THE CONSULTANT HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONSULTANT'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT 954-602-3011, daqibbs@miramarfl.gov OR BY MAIL: City Of Miramar – City Clerk's Office, 2300 Civic Center Place, Miramar, FL 33025.

16. Ownership of Documents

Unless otherwise provided by law, any and all reports, surveys, and other data and documents provided or created in connection with this Agreement are and shall remain the property of the City. Any compensation due to the Consultant shall be withheld until all documents are received as provided herein

17. Other Provisions

17.1 Titles and paragraph headings are for convenient reference and are not a part of this Agreement.

17.2 In the event of conflict between the terms of this Agreement and any terms or conditions contained in any attached or referenced Contract Documents, the terms in this Agreement shall prevail.

17.3 No waiver or breach of any provision of this Agreement shall constitute a waiver of any subsequent breach of the same or any other provision, and no waiver shall be effective unless made in writing.

18. Scrutinized Companies

18.1 Contractor certifies that it and its subcontractors are not on the Scrutinized Companies that Boycott Israel List. Pursuant to Section 287.135, F.S., the City may immediately terminate this Agreement at its sole option if the Contractor or its subcontractors are found to have submitted a false certification; or if the Contractor, or its subcontractors are placed on the Scrutinized Companies that Boycott Israel List or is engaged in the boycott of Israel during the term of the Agreement.

18.2 If this Agreement is for more than one million dollars, the Contractor certifies that it and its subcontractors are also not on the Scrutinized Companies with Activities in Sudan, Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or engaged with business operations in Cuba or Syria as identified in Section 287.135, F.S. Pursuant to Section 287.135, F.S., the City may immediately terminate this Agreement at its sole option if the Contractor , its affiliates, or its subcontractors are found to have submitted a false certification; or if the Contractor, its affiliates, or its subcontractors are placed on the Scrutinized Companies with Activities in Sudan List, or Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or engaged with business operations in Cuba or Syria during the term of the Agreement.

18.3 The Contractor agrees to observe the above requirements for applicable subcontracts entered into for the performance of work under this Agreement.

18.4 As provided in Subsection 287.135(8), F.S., if federal law ceases to authorize the above-stated contracting prohibitions then they shall become inoperative.

Consultant's failure or refusal to comply with the provisions of this Section shall result in the immediate termination of this Agreement by the City.

19. E-Verify Program

In accordance with Florida Statutes §448.095, the Consultant, prior to commencement of services or payment by the City, will provide to the City proof of participation/enrollment in the E-Verify system of the Department of Homeland Security. Evidence of participation/enrollment will be a printout of the Company's "Company Profile" page from the E-Verify system. Failure to be continually enrolled and participating in the E-Verify program will be a

breach of contract which will be grounds for immediate termination of the contract by the City. The Consultant will not hire any employee who has not been vetted through E-Verify. The Consultant may not subcontract any work for the City to any subconsultant that has not provided an affidavit stating that the subconsultant does not employ, contract with or subcontract with an unauthorized alien.”

IN WITNESS WHEREOF, the parties hereto have caused this instrument to be executed by their respective duly authorized representatives the day and year written below.

FOR CITY:

ATTEST:

CITY OF MIRAMAR

Denise Gibbs, City Clerk

By: _____
Dr. Roy L. Virgin,
City Manager

Dated: _____

Approved as to form and legal sufficiency for the use of and reliance by the City of Miramar only:

City Attorney
Austin Pamies Norris Weeks Powell, PLLC

FOR CONSULTANT:

THE WHITEHOUSE GROUP

By: _____

Print Name: _____

Date: _____



City of Miramar Strategic Program

Start Date: Date of Executed Notice to Proceed Agreement

End Date: 18 Months After Execution

SCOPE OF SERVICES

Overview

The City of Miramar is committed to thoughtful, transparent, and results-driven governance that reflects the needs and priorities of its residents, businesses, and stakeholders. As the City continues to grow and evolve, a comprehensive strategic planning process will provide a clear framework to guide decision-making, align resources, and support long-term community goals. The City seeks consultant support from Whitehouse Group to facilitate and develop a comprehensive Strategic Planning process that will guide policy direction, operational priorities, and resource alignment. This effort will provide City leadership, elected officials, and key staff with a structured framework to define the City’s vision, values, and strategic priorities for the coming years.

The following draft Scope of Services demonstrates what Whitehouse Group (**Consultant**) and the City of Miramar project manager (**Project Manager**) shall provide as professional strategic planning services for the City of Miramar.

Task 1: Strategic Plan	\$113,500
Subtask 1a. Communication Plan	\$7,500

- **The Consultant will** develop and submit to the Project Manager for review and approval a Communication Plan that provides both a framework for information sharing and decision-making within the internal (the Consultant and City of Miramar staff) team and the engagement protocols that will direct all external (those who live, work, and/or invest in the City of Miramar) interactions. The Communication Plan will include specifications for conducting and analyzing a Public Outreach Survey Instrument designed to gather ideas from those who live, work, and invest in Miramar, and for collecting input directly from the citizens of Miramar at two (2) Public Outreach Meetings. The Communication Plan will incorporate and adhere to the outreach policies and procedures currently in effect by the City of Miramar, providing

a comprehensive ‘how-to’ step-by-step process to engage the citizens of Miramar. The Communication Plan will include a list of all the community outreach databases maintained by the City of Miramar.

- **The Project Manager will** provide the Consultant with the most current engagement policies and procedures, the most current style guide, and propose updates to the Communication Plan from the comments and suggestions provided by City of Miramar staff.
- **The Consultant will** finalize the Communication Plan addressing the recommended changes agreed upon by both the Consultant and the Project Manager.
- **The Consultant will** provide the Project Manager with a set of engagement targets for each effort (outreach survey and meetings), as well as the potential impact of underperformance within the engagement process and its implications on the statistical relevance of the workshops.

Subtask 1b. Public Outreach Survey Instrument	\$3,000
--	----------------

- **The Consultant will** create, beta-test, and submit to the Project Manager for review an online Public Outreach Survey Instrument that will be designed to provide those who live, work, and/or invest in the City of Miramar an opportunity to contribute to a net promoter score, share their vision for the City of Miramar, actions that they believe will achieve their vision, and the strategic priorities that may be used to track the performance of the Strategic Plan.
- **The Project Manager will** propose updates to the Public Outreach Survey Instrument from the comments and suggestions provided by City of Miramar staff.
- **The Consultant will** finalize the Public Outreach Survey Instrument, addressing the recommended changes agreed upon by both the Consultant and the Project Manager.
- **The Consultant will** provide the Project Manager with a hyperlink to the Public Outreach Survey Instrument for distribution to the City of Miramar’s community engagement lists via its social media presence, eblasts, etc.
- **The Project Manager will** verify that the Public Outreach Survey Instrument has been delivered to all the community databases documented within the Communication Plan.

Subtask 1c. Public Outreach Meetings	\$8,000
---	----------------

- **The Consultant will** support City of Miramar staff in the development of presentation materials, talking points, etc., for two (2) Public ‘workshop-style’ Outreach Meetings.

- **The Consultant will** attend two (2) one-hour development meetings with City of Miramar staff. The first meeting will focus on developing the agenda, generating ideas, and identifying the materials needed to achieve the goals and objectives of the meetings. The second meeting will be a working session to review and provide guidance on updating materials to increase the likelihood of collecting the public input needed to understand the needs and aspirations of the City of Miramar's citizens.
- **The Project Manager will** secure the meeting location and distribute invitations to the Consultant and the required City of Miramar staff.
- **The Consultant will** attend and support the facilitation of two (2) Public Outreach Meetings (one on the eastside and on the westside of the City of Miramar) for those who live, work, and/or invest in the City of Miramar to learn about strategic planning, how participants can be involved in the process, and how to build conduits for productive information sharing with City of Miramar staff. This will also provide attendees with the opportunity to develop techniques for successfully supporting strategic initiatives and strengthen the integration of their efforts into the performance reports provided by City of Miramar staff as part of the Action Plan.
- **The Project Manager will** secure the location and venue, send out invitations, and provide the necessary AV equipment to conduct the meetings.
- **The Project Manager will** provide summaries of the public outreach meetings to include in the Engagement Results Report and summaries of input provided by citizens through social media and other engagement activities

Subtask 1d. <u>Engagement Results Report</u>	\$15,000
---	-----------------

- **The Consultant will** monitor the Public Outreach Survey Instrument and provide the Project Manager with regular updates on the number of people who have taken it and the initial results gathered to date.
- **The Project Manager will** provide summaries of all the input provided by the City of Miramar citizens at the Public Outreach Meetings and through social media and/or other in-person interactions, including direct outreach to Commission members.
- **The Consultant will** develop and submit to the Project Manager for review and approval an Engagement Results Report that summarizes the outcome of the Public Outreach Survey, the input gathered at the city-sponsored events, and the outcomes of the public workshop.
- **The Project Manager will** propose updates to the Engagement Results Report from the comments and suggestions provided by City of Miramar staff.

- **The Consultant will** finalize the Engagement Results Report, addressing the recommended changes agreed upon by both the Consultant and the Project Manager.
- **The Project Manager will** provide the City of Miramar Commission and City of Miramar staff with copies of the Engagement Results Report prior to retreats.

Subtask 1e. Commission Retreat	\$7,500
---------------------------------------	----------------

- **The Consultant will** organize and facilitate a half-day [3-4 hour] Commission Retreat that will provide an opportunity for the City of Miramar Commission to use the outcome of the Strategic Visioning process to define what success ‘looks’ like and identify the focus areas, core values, and strategic focus areas that need to be accomplished to achieve the vision and mission of the City of Miramar Commission. In addition, the Commission Retreat will provide an overview of how the implemented priorities might impact the City of Miramar’s budgeting process, the organization of Commission and Management Staff meetings, and the performance monitoring by City of Miramar staff, which will be documented in the Action Plan.
- **The Project Manager will** secure the location and venue for the workshop, send out the invitations, and provide the AV equipment needed to conduct the workshop.
- **The Consultant will** develop and submit to the Project Manager for review and approval a summary of the outcomes of the Commission Retreat.
- **The Project Manager will** propose updates to the Commission Retreat summary from the comments and suggestions provided by City of Miramar staff.
- **The Consultant will** finalize the Commission Retreat summary, addressing the recommended changes agreed upon by both the Consultant and the Project Manager.
- **The Project Manager will** provide the Commission Retreat summary to the City of Miramar Commission and Management Staff.

Subtask 1f. Management Retreat	\$7,500
---------------------------------------	----------------

- **The Consultant will** organize and facilitate a half-day [3-4 hour] Management Retreat that will focus on working directly with City of Miramar Management Staff to identify the goals needed to achieve the vision of success as defined by the City of Miramar Commission during the Commission Retreat. The goals will be prioritized and grouped into the strategic focus areas identified by the City of Miramar Commission. Additionally, the Management Retreat will include an overview of the next steps and

guidance on preparing for the development of the Action Plan following the City of Miramar Commission's adoption of the Strategic Plan.

- **The Project Manager will** secure the location and venue for the workshop, send out the invitations, and provide the AV equipment needed to conduct the workshop.
- **The Consultant will** develop and submit to the Project Manager for review and approval a summary of the outcomes of the Management Retreat.
- **The Project Manager will** propose updates to the Management Retreat summary from the comments and suggestions provided by City of Miramar staff.
- **The Consultant will** finalize the Management Retreat summary, addressing the recommended changes agreed upon by both the Consultant and the Project Manager.
- **The Project Manager will** provide the Management Retreat summary to the City of Miramar Commission and Management Staff.

<u>Subtask 1g. Strategic Plan and Presentation</u>	\$65,000
--	----------

- **The Consultant will** develop and submit to the Project Manager for review and approval a Strategic Plan that will include an executive summary, an overview of the development process, vision and mission statements, core values, strategic focus areas, prioritized goals grouped by strategic focus areas, and a policy on when and how to update the Strategic Plan.
- **The Project Manager will** propose updates to the Strategic Plan from the comments and suggestions provided by City of Miramar staff.
- **The Consultant will** finalize the Strategic Plan, addressing the recommended changes agreed upon by both the Consultant and the Project Manager.
- **The Project Manager will** provide the Strategic Plan to the City of Miramar Commission and Management Staff prior to presenting it to the City of Miramar Commission.
- **The Consultant will** meet with each City of Miramar Commissioner, accompanied by the Project Manager, prior to the presentation of the Strategic Plan at a Commission meeting for adoption.
- **The Consultant will** develop and submit to the Project Manager for review and approval a Strategic Plan Presentation, and the Consultant will present the Strategic Plan to the City of Miramar Commission for adoption after the one-on-one meetings with the City of Miramar Commissioners are completed.
- **The Project Manager will** propose updates to the Strategic Plan Presentation based on the comments and suggestions provided by City of Miramar staff.

- **The Consultant will** finalize the Strategic Plan Presentation, addressing the recommended changes agreed upon by both the Consultant and the Project Manager.

Task 2: Action Plan	\$73,000
<u>Subtask 2a. Administration Workshop</u>	\$4,000

- **The Consultant will** organize and facilitate a two-hour Administration Workshop that will focus on working directly with City of Miramar Staff to identify the objectives needed to achieve the goals of the Strategic Plan. The objectives will be grouped into short- and long-term initiatives, and each will include the City of Miramar staff member responsible for achieving it, a list of resources needed to accomplish it, and a list of potential performance measures to track progress. In addition, the Administration Workshop will include an overview of next steps and guidance on preparing for the development of the Performance Program after the City of Miramar Management Staff approves the Action Plan.
- **The Project Manager will** secure the location and venue for the workshop, send out the invitations, and provide the AV equipment needed to conduct the workshop.
- **The Consultant will** develop and submit to the Project Manager for review and approval a summary of the outcomes of the Administration Workshop.
- **The Project Manager will** propose updates to the Administration Workshop summary based on the comments and suggestions provided by City of Miramar staff.
- **The Consultant will** finalize the Administration Workshop summary, addressing the recommended changes agreed upon by both the Consultant and the Project Manager.
- **The Project Manager will** provide the Administration Workshop summary to the City of Miramar Management Staff before the Management Workshop.

<u>Subtask 2b. Management Workshop</u>	\$4,000
--	---------

- **The Consultant will** organize and facilitate a two-hour Management Workshop that will focus on working directly with City of Miramar Management Staff to review, strengthen, and prioritize the objectives developed by the City of Miramar staff at the Administration Workshop. In addition, the Management Workshop will include an overview of the techniques for working with City of Miramar staff to ensure the performance measure data provided is consistent and relevant.

- **The Project Manager will** secure the location and venue for the workshop, send out the invitations, and provide the AV equipment needed to conduct the workshop.
- **The Consultant will** develop and submit to the Project Manager for review and approval a summary of the outcomes of the Management Workshop.
- **The Project Manager will** propose updates to the Management Workshop summary from the comments and suggestions provided by City of Miramar staff.
- **The Consultant will** finalize the Management Workshop summary, addressing the recommended changes agreed upon by both the Consultant and the Project Manager.
- **The Project Manager will** provide the Management Workshop summary to the City of Miramar Management Staff.

<u>Subtask 2c. Performance Program</u>	\$15,000
--	----------

- **The Consultant will** develop and submit to the Project Manager for review and approval a Performance Program that will include a set of timeframes for reporting to the City of Miramar Commission on the progress made in implementing the Strategic Plan, lessons learned, and opportunities for improvement. The Performance Program will also include how the Strategic Plan will be incorporated into the City of Miramar Commission meeting agendas and inform the budgeting process.
- **The Project Manager will** provide the Consultant with the most current engagement policies and procedures and propose updates to the Performance Program based on the comments and suggestions provided by City of Miramar staff.
- **The Consultant will** finalize the Performance Program, addressing the recommended changes agreed upon by both the Consultant and the Project Manager.

<u>Subtask 2d. Performance Dashboard</u>	\$10,000
--	----------

- **The Consultant will** develop and submit to the Project Manager for review and approval a Performance Dashboard that will include an interactive module that may be connected directly to the City of Miramar’s website. It will enable those who live, work, and invest in Miramar to monitor the implementation of the Strategic Plan and gain a better understanding of the return on investment in developing it.
- **The Project Manager will** provide the Consultant with the most current engagement policies and procedures and propose updates to the Performance Dashboard from the comments and suggestions provided by City of Miramar staff.

- **The Consultant will** finalize the Performance Dashboard, addressing the recommended changes agreed upon by both the Consultant and the Project Manager.

Subtask 2e. Action Plan	\$40,000
-------------------------	----------

- **The Consultant will** develop and submit to the Project Manager for review and approval an Action Plan that will include an executive summary, an overview of the development process, prioritized objectives grouped by each goal, and a policy on when and how to update the Action Plan. The Action Plan will outline who is responsible for completing, monitoring, and approving the finalization of each objective, the anticipated timeframe for completing each objective, and the necessary resources to accomplish this.
- **The Project Manager will** propose updates to the Action Plan from the comments and suggestions provided by City of Miramar staff.
- **The Consultant will** finalize the Action Plan addressing the recommended changes agreed upon by both the Consultant and the Project Manager.
- **The Project Manager will** provide the Action Plan to the City of Miramar Management Staff.
- **The Consultant will** develop and submit to the Project Manager for review and approval an Action Plan Presentation.
- **The Consultant will** present the Action Plan to the City of Miramar Management Staff for approval.
- **The Project Manager will** propose updates to the Action Plan Presentation based on comments and suggestions provided by City of Miramar staff.
- **The Consultant will** finalize the Action Plan Presentation addressing the recommended changes agreed upon by both the Consultant and the Project Manager.

Task 3: Maintenance Program	\$17,500
Subtask 3a. Administration Workshop	\$5,000

- **The Consultant will** organize and facilitate a full-day [6 hours] Administration Workshop where City of Miramar staff will be trained on how to collect, collate, and upload the performance data into the Performance Dashboard and develop the summary reports that will be included within the City of Miramar Commission meeting agendas and the budgeting process. In addition, the Administration Workshop will focus on how the City of Miramar staff will maintain the feedback connections between the Strategic Plan, the Action Plan, and the Performance Program to ensure all three are flexible to adjust to new and/or unexpected conditions, constraints, and opportunities so each City of Miramar staff member is both empowered to identify improvements and understands how they are accountable in delivering success.
- **The Project Manager will** secure the location and venue for the workshop, send out the invitations, and provide the AV equipment needed to conduct the workshop.
- **The Consultant will** develop and submit to the Project Manager for review and approval a summary of the outcomes of the Administration Workshop.
- **The Project Manager will** propose updates to the Administration Workshop summary based on the comments and suggestions provided by City of Miramar staff.
- **The Consultant will** finalize the Administration Workshop summary, addressing the recommended changes agreed upon by both the Consultant and the Project Manager.
- **The Project Manager will** provide the Administration Workshop summary to the City of Miramar Management Staff.

Subtask 3b. Update Policy and Presentation	\$2,500
--	---------

- **The Consultant will** develop and submit to the Project Manager for review and approval an Update Policy that outlines when and how an update to the Strategic Plan will impact the Action Plan and the Performance Program.
- **The Project Manager will** propose revisions to the Update Policy from the comments and suggestions provided by City of Miramar staff.
- **The Consultant will** finalize the Update Policy addressing the recommended changes agreed upon by both the Consultant and the Project Manager.

- **The Consultant will** develop and submit to the Project Manager for review and approval an Update Policy Presentation.
- **The Consultant will** present the Update Policy Presentation to the City of Miramar Commission for adoption.
- **The Project Manager will** propose updates to the Update Policy Presentation from the comments and suggestions provided by City of Miramar staff.
- **The Consultant will** finalize the Update Policy Presentation, addressing the recommended changes agreed upon by both the Consultant and the Project Manager.

Subtask 3c. Maintenance Program Performance Dashboard	\$10,000
---	----------

- **The Consultant will** develop and submit to the Project Manager for review and approval a Performance Dashboard as part of the maintenance program that will include an interactive module that may be connected directly to the City of Miramar’s website. It will enable those who live, work, and invest in Miramar to monitor the implementation of the Strategic Plan and gain a better understanding of the return on investment in developing it.
- **The Project Manager will** provide the Consultant with the most current engagement policies and procedures and propose updates to the Performance Dashboard from the comments and suggestions provided by City of Miramar staff.
- **The Consultant will** finalize the Performance Dashboard, addressing the recommended changes agreed upon by both the Consultant and the Project Manager.

Total Cost Proposal for Strategic Planning Services Contract	\$204,000
---	------------------

PRIMARY CONSULTANT DELIVERABLES

- Communication Plan
- Public Outreach Survey Instrument
- Engagement Results Report
- Commission Retreat Outcomes Report
- Management Retreat Outcomes Report
- Strategic Plan
 - Strategic Plan Document
 - Strategic Plan Presentation
- Action Plan
 - Administration Workshop Outcomes Report
 - Management Workshop Outcomes Report
 - Performance Program
 - Performance Dashboard
 - Action Plan
- Maintenance Program
 - Administration Workshop Outcomes Report
 - Management Workshop Outcomes Report
 - Update Policy and Presentation
 - Maintenance Program Performance Dashboard

PRIMARY CITY OF MIRAMAR DELIVERABLES

- Social Media Posts, Announcements, and Follow-up Reminders
- Distribution of the Public Outreach Survey Instrument
- Public Outreach Workshop Materials
- Staff Public Outreach Workshops
 - Eastside of the City of Miramar
 - Westside of the City of Miramar

Schedule and Deadlines of Deliverables to be determined in collaboration with the Project Manager and the Consultant at the time of Notice to Proceed.