

## **REQUEST FOR PROPOSALS**

**28. Award RFP-1221-06/BHJ – Strategic Planning for Seminole County to MGT of America, Inc., Tallahassee (Fixed Fee Amount of \$65,000.00).**

RFP-1221-06/BHJ will provide for a qualified firm to conduct a strategic planning initiative for Seminole County. This process will involve elected officials, appropriate County staff, and key stakeholders from the community. The program will result in a vision statement, organizational values, a mission, short and long-term goals and objectives, and priorities that will set the direction for decision making in the County. In addition, the selected consultant will provide some team building activities for the County Commission and staff. The resulting contract will be for a period of one year.

This project was publicly advertised and the County received four (4) submittals (listed in alphabetical order):

- Active Strategy, Inc. (East Norriton, PA)
- Eagle Point (Dubuque, IA)
- MGT of America, Inc. (Tallahassee, FL)
- Open Minds (Gettysburg, PA)

The Evaluation Committee, which consisted of Janet Davis, Director, Human Resources Department; Don Fisher, Deputy County Manager; Gary Johnson, Director, Public Works Department; Michael Pollard, Training Program Manager, Human Resources Department; and Lisa Spriggs, Director, Fiscal Services Department evaluated the submittals.

The evaluation was based on the following criteria:

- Project Approach/Understanding of the Project and Proposed Planning Process (30%)
- Qualifications of the Proposed Personnel and the Firm (20%)
- Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)
- Fee Proposal (25%)

The Evaluation Committee recommends the Board to award the contract to the top ranked, most responsive, responsible Proposer, MGT of America, Inc., Tallahassee.

The amount for this agreement is \$65,000.00 with a contract term of one year. This is a budgeted project and funds are available in account number 010309.530340. The County Manager's Office and Fiscal Services/Purchasing and Contracts Division recommend the Board to approve the project and authorize the County Manager to execute the Agreement as prepared and approved by the County Attorney's Office.

**B.C.C. - SEMINOLE COUNTY, FL  
RFP TABULATION SHEET**

ALL RFP'S ACCEPTED BY SEMINOLE COUNTY ARE SUBJECT TO THE COUNTY'S TERMS AND CONDITIONS AND ANY AND ALL ADDITIONAL TERMS AND CONDITIONS SUBMITTED BY THE PROPOSERS ARE REJECTED AND SHALL HAVE NO FORCE AND EFFECT. RFP DOCUMENTS FROM THE CONSULTANTS LISTED HEREIN ARE THE ONLY RFP'S RECEIVED TIMELY AS OF THE ABOVE OPENING DATE AND TIME. ALL OTHER RFP DOCUMENTS SUBMITTED IN RESPONSE TO THIS SOLICITATION, IF ANY, ARE HEREBY REJECTED AS LATE.

RFP NUMBER: RFP-1221-06/BHJ

RFP TITLE: Strategic Planning for Seminole County

PAGE: 1 of 1

DUE DATE: September 13, 2006 at 2:00PM.

Response 1	Response 2	Response 3	Response 4
<p>Active Strategy, Inc 301 E. Germantown Pike East Norriton, PA 19401</p> <p>Keith Segal, Account Executive 484-690-0785 PH 484-690-0701 FX</p>	<p>Eagle Point 4131 Westmark Drive Dubuque, IA 52002</p> <p>John F. Biver, President 563-556-8392 PH 563-556-5321 FX</p>	<p>MGT of America, Inc. 2123 Centre Point Boulevard Tallahassee, FL 32308-4930</p> <p>Fred Seamon, Sr. Partner 850-386-3191 PH 850-385-4501 FX</p>	<p>Open Minds 163 York Street Gettysburg, PA 17325</p> <p>Monica E. Oss, Chief Exec. Officer 717-334-1329 PH. 717-334-0538 FX.</p>

TABULATED BY: B. Johnson, Contracts Analyst

EVALUATION MEETING: October 9, 2006, 11:00 AM - Purchasing & Contracts Conference Room, 1101 East First Street, Sanford, Florida 32771.

RECOMMENDATION OF AWARD: MGT of America, Inc.

**Evaluation Committee Scoring**  
**RFP-1221-06/BHJ - Strategic Planning for Seminole County**

	J. Davis	D. Fisher	G. Johnson	M. Pollard	L. Spriggs	TOTAL POINTS	RANKING
Active Strategy, Inc.	4	4	2	3	3	16	
Eagle Point	3	3	4	4	4	18	
MGT of America, Inc.	1	1	1	1	1	5	
Open Minds	2	2	3	2	2	11	

The Evaluation Committee agrees to recommend award to MGT of America, Inc.:

  
 \_\_\_\_\_  
 Janet Davis

  
 \_\_\_\_\_  
 Don Fisher

  
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 Gary Johnson

  
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 Michael Pollard

  
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 Lisa Spriggs

RFP-1221-06/BHJ – Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: MGT of America, Inc. ✓

QUALIFICATION COMMITTEE MEMBER: Lisa Spriggs

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

Where are we now?  
Where do we want to be?  
How do we get there?  
How do we measure our progress?

pg 3-7  
pg 3-10 to 3-15

Score 28  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

Score 18  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

City of Atlanta  
Orlando OC Expressway Authority  
Miami Dade County  
Charleston County  
pg 1-5

Score 25  
(0-25)

Criteria: Fee Proposal (25%)

\$ 65,000

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Score 22.5  
(0-25)

Total Score 93.5  
(0-100)

Rank 1

RFP-1221-06/BHJ - Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: Eagle Point

QUALIFICATION COMMITTEE MEMBER: Lisa Spriggs

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

\*Define - Awareness - Measure.  
Define Focus on Commission  
Awareness - Focus on Not Team / County Manager  
Measurement - Develop specific task / ongoing  
Measurement.

Score 25  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

20 years

pg 4 - achieve performance excellence - capitalize  
on improvement opportunity

(pg 4) Picture of the future Team pg 2

Score 12  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

Corporate References only.

Score 20  
(0-25)

Criteria: Fee Proposal (25%)

\$ 120,000

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Score 12  
(0-25)

Total Score 69  
(0-100)

Rank 4

RFP-1221-06/BHJ – Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: Active Strategy, Inc.

QUALIFICATION COMMITTEE MEMBER: Lisa Spriggs

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

Balanced Scorecard Mgt Framework  
SWOT Analysis  
Framework completed → How to manage and  
measure under Active Strategy Enterprise (software)  
not in scope of proposal.

Score 20  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

Score 15  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

County of Miami-Dade - Scorecard approach  
Orange County Clerk of the Court - Balanced scorecard  
City of Miami - Scorecard

Score 25  
(0-25)

Criteria: Fee Proposal (25%)

\$152,000  
does not include tracking system

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Score 9.5  
(0-25)

Total Score 69.5  
(0-100)

Rank 3

RFP-1221-06/BHJ – Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: Open Minds

QUALIFICATION COMMITTEE MEMBER: Lisa Spriggs

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

Where is county now?  
Where does SC want to be?  
How does SC get there?  
How does SC track its progress?  
32 week program

Score 25  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

Lack govt experience

Score 10  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

Emphasis in medical / clinical organizations

Score 20  
(0-25)

Criteria: Fee Proposal (25%)

\$ 57,950

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Score 25  
(0-25)

Total Score 80  
(0-100)

Rank 2

RFP-1221-06/BHJ -- Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: Active Strategy, Inc.

QUALIFICATION COMMITTEE MEMBER: Janet Davis

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

Part C -  
Maximum  
development  
bp.  
lack of  
provisioning

Score 20  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

Use Balance Score Card - Developed and more appropriate  
for private  
Jack Stull - Engineer  
Manny Storch - MBA - USF

Score 10  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

Miami Dade

Score 15  
(0-25)

Criteria: Fee Proposal (25%)

152500

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Score 9.5  
(0-25)

45  
9.5  
54.5

Total Score 54.5  
(0-100)

Rank 4

RFP-1221-06/BHJ – Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: Eagle Point

QUALIFICATION COMMITTEE MEMBER: Jan P Davis

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

pg 8-13

Score 25  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

John Bivier - Eng  
Kandy Ambrose -  
Jim Mc Cann

Score 15  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

7

Score 15  
(0-25)

Criteria: Fee Proposal (25%)

120,000

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Score 12  
(0-25)

SS  
12/67

Total Score 67  
(0-100)

Rank 3

RFP-1221-06/BHJ – Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: MGT of America, Inc.

QUALIFICATION COMMITTEE MEMBER: Jana Darius

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

PG 3-16  
develop plan  
no implementation phase

Score 25  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

Appendix C

Score 15  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

PG 2-4

Score 25  
(0-25)

Criteria: Fee Proposal (25%)

65,000

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Score 22.5  
(0-25)

65  
22.5  
77.5

Total Score 77.5  
(0-100)

Rank 1

RFP-1221-06/BHJ – Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: Open Minds

QUALIFICATION COMMITTEE MEMBER: Jamie Davis

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

pg 19  
summary - too  
short

Score 20  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

Resumes  
pg 27-39

Score 15  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

pg 8-10

Score 16  
(0-25)

Criteria: Fee Proposal (25%)

57950

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Score 25  
(0-25)

Total Score 75  
(0-100)

Rank 2

RFP-1221-06/BHJ – Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: Active Strategy, Inc.

QUALIFICATION COMMITTEE MEMBER: Don Frith

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

LOTS OF DISCUSSION ABOUT WHAT WILL OCCUR AFTER THE PLAN IS CREATED, NOT MUCH ABOUT CREATING IT. Very light discussion in reference to MISSION/goals/Goal development/vision.

Score 15  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

Chairman and Executive Consultant NASA to be very qualified; however, it is not clear whether they will be working on the project. Further, only one reference deal with facilitation.

Score 10  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

Described projects that appeared to have existing plans that they helped to interpret.

Score 15  
(0-25)

Criteria: Fee Proposal (25%)

\$152,000 - DOES NOT include software.

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Score 9.5  
(0-25)

Total Score 49.5  
(0-100)

Rank 4

RFP-1221-06/BHJ – Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: Eagle Point

QUALIFICATION COMMITTEE MEMBER: Dw Fisher

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

Good STATEMENT ON WHAT A STRATEGIC PLAN IS AND THE role of FACILITATION. Decent APPROACH, ACCEPTABLE AWARENESS, minimal details on measurement.

Score 23  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

Tied to consulting with Land Development, BOTH THE ~~client~~ and Firm are STAFF.

Score 14  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

2 very similar for private and 1 less similar for government

Score 15  
(0-25)

Criteria: Fee Proposal (25%)

\$ 120,000

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Score 12  
(0-25)

Total Score 64  
(0-100)

Rank 3

RFP-1221-06/BHJ - Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: Open Minds

QUALIFICATION COMMITTEE MEMBER: Dan Fisher

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

Very good in terms of products and steps, but lishes  
in detail in how to get there. Good detail in  
steps

Score 22  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

Firm has done some similar work; However, mostly  
in the health care arena. All staff have behavioral  
health backgrounds.

Score 14  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

Didn't really discuss facilitation in references.  
appeared to be more assessment. Some described in  
qualifications.

Score 15  
(0-25)

Criteria: Fee Proposal (25%)

\$ 57,950

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Score 25  
(0-25)

Total Score 76  
(0-100)

Rank 2

RFP-1221-06/BHJ – Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: MGT of America, Inc.

QUALIFICATION COMMITTEE MEMBER: Dan Fisher

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

Took time to review/research Seminole County, very good detail of the approach and understanding of the project.

Score 26  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

Local government consulting firm performed local work with Wake County, Florida. Assisted in Miami-Dade first strategic plan. Qualified personnel are good.

Score 17  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

Developed several strategic plans similar to what the county is attempting to do.

Score 18  
(0-25)

Criteria: Fee Proposal (25%)

65,000

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Score 22.5  
(0-25)

Total Score 83.5  
(0-100)

Rank 1

RFP-1221-06/BHJ – Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: Active Strategy, Inc.

QUALIFICATION COMMITTEE MEMBER: Gary Johnson

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

Balanced Scorecard framework - translate Strategic Plan  
Strategy Map/SWOT Analysis - challenge depts  
Not much detail on Strategic Plan development, relies on  
refinement of existing plan.

Score 20.5  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

CEO - Baldrige examiner, Deming award  
- BSI E, MSSE (USF)  
Exec Consultant - Benchmark/Competitive Technologies  
- MBA/USF  
- BS Economics/Bus Mgt

Score 18  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

Miami - Dade - Strategic Plan to Scorecard/measures  
Orange County Clerk of Court - going for Sterling/Baldrige  
Miami Beach - Software only

Score 20  
(0-25)

Criteria: Fee Proposal (25%)

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Score 9.5  
(0-25)

Total Score 72.5  
~~72.5~~ *wjg*  
(0-100)

Rank ~~2~~ 2 *wjg*

RFP-1221-06/BHJ – Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: Eagle Point

QUALIFICATION COMMITTEE MEMBER: Gary Johnson

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

Generic approach, good process but not detailed enough

Score 20  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

Principal - Civil Engineer  
staff - land development  
- technology

Score 10  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

None - corporate strategic plans only

Score 10  
(0-25)

Criteria: Fee Proposal (25%)

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Score 12  
(0-25)

Total Score 52  
(0-100)

Rank 4

RFP-1221-06/BHJ – Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: MGT of America, Inc.

QUALIFICATION COMMITTEE MEMBER: Gary Johnson

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

Good understanding of SC conditions  
Comprehensive, detailed process proposal, very well defined.

Score 28  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

Principal - MSSW, EdD Admin - Miami/Dade, 65 studies  
R Smith - city, county, state exp., Psychology degree  
H Smith - MBA/FAIU  
McMillon - multi-degrees, ENSYNC Diversified Mgt. Services

Score 18  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

Extensive strategic planning experience at all levels  
of gov't, local, city, county, state  
In Florida and elsewhere.

Score 25  
(0-25)

Criteria: Fee Proposal (25%)

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Score 22.5  
(0-25)

Total Score 93.5  
(0-100)

Rank 1

RFP-1221-06/BHJ – Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: Open Minds

QUALIFICATION COMMITTEE MEMBER: Gary Johnson

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

Approach seems generic, but good process  
Steering team?  
Community meetings!  
Some confusion with groups to be trained - Mgt team, leadership team,  
steering team, etc.

Score 20  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

References: Mental Health/child services mostly gov't service providers  
strategic Management Institute Osceola City - Comm. Services  
Quals - PhD marketing & healthcare - MBA/CPA, CFO  
- Social work  
- Education

Score 15  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

Not much - limited to HHS agency of county gov't.

Score 10  
(0-25)

Criteria: Fee Proposal (25%)

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Score 25  
(0-25)

Total Score 70  
(0-100)

Rank ~~34~~ ~~35~~ 36

RFP-1221-06/BHJ – Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: MGT of America, Inc.

QUALIFICATION COMMITTEE MEMBER: Michael S. Pollard

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

Good research of where we are now.  
No mention of current plan

Score 27  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

Plenty of experience

Score 20  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

lots of experience

Score 24  
(0-25)

Criteria: Fee Proposal (25%)

Reasonable for the amount of work

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Score 22.5  
(0-25)

Total Score 93.5  
(0-100)

Rank 1

RFP-1221-06/BHJ – Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: Eagle Point

QUALIFICATION COMMITTEE MEMBER: \_\_\_\_\_

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

*No indication of research*

Score 16  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

*Looks qualified but hard to tell*

Score 15  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

Score 15  
(0-25)

Criteria: Fee Proposal (25%)

*Too expensive for what they offer. No indication of attention*

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Score 12  
(0-25)

Total Score 58  
(0-100)

Rank 4

SUBMITTAL COMPANY NAME: Active Strategy, Inc.

QUALIFICATION COMMITTEE MEMBER: Michael S. Pollock

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

*Looks like they have measurement and focus goal*

Score 24  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

*Great measurement. Good for execution*

Score 20  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

Score 17  
(0-25)

Criteria: Fee Proposal (25%)

*Extremely expensive*

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Score 9.5  
(0-25)

Total Score 70.5  
(0-100)

Rank 3

RFP-1221-06/BHJ – Strategic Planning for Seminole County

SUBMITTAL COMPANY NAME: Open Minds

QUALIFICATION COMMITTEE MEMBER: Michael Spillan

Describe strengths, weaknesses and deficiencies to support your assessment.

Criteria: Project Approach/Understanding of the Project and Proposed Planning Process (30%)

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Score 29  
(0-30)

Criteria: Qualifications of the Proposed Personnel and the Firm (20%)

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Score 16  
(0-20)

Criteria: Similar Projects Experience in Facilitation of Municipal or County Strategic Plans (25%)

*not too much experience in govt.*

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Score 16  
(0-25)

Criteria: Fee Proposal (25%)

*don't like the hourly rates.*

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Score 25  
(0-25)

Total Score 82  
(0-100)

Rank 2

**CONSULTANT SERVICES AGREEMENT (RFP-1221-06/BHJ)  
STRATEGIC PLANNING FOR SEMINOLE COUNTY**

**THIS AGREEMENT** is made and entered into this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, by and between **MGT OF AMERICA, INC.**, duly authorized to conduct business in the State of Florida, whose address is 2123 Centre Point Boulevard, Tallahassee, Florida 32308-4930, hereinafter called the "CONSULTANT", and **SEMINOLE COUNTY**, a political subdivision of the State of Florida, whose address is Seminole County Services Building, 1101 East First Street, Sanford, Florida 32771, hereinafter called the "COUNTY".

**W I T N E S S E T H:**

**WHEREAS**, the COUNTY desires to retain the services of a competent and qualified consultant to provide strategic planning consultant services in Seminole County; and

**WHEREAS**, the COUNTY has requested and received expressions of interest for the retention of services of consultants; and

**WHEREAS**, CONSULTANT is competent and qualified to furnish consulting services to the COUNTY and desires to provide its professional services according to the terms and conditions stated herein,

**NOW, THEREFORE**, in consideration of the mutual understandings and covenants set forth herein, COUNTY and CONSULTANT agree as follows:

**SECTION 1. SERVICES.** COUNTY does hereby retain CONSULTANT to furnish professional services and perform those tasks as further described in the Scope of Services attached hereto and incorporated herein as Exhibit "A".

**SECTION 2. TIME FOR COMPLETION.** The services to be rendered by CONSULTANT shall commence upon execution of this Agreement by the parties and shall be completed within one (1) year.

**SECTION 3. FIXED FEE COMPENSATION AND PAYMENT.**

(a) The COUNTY agrees to compensate CONSULTANT for the professional services called for under this Agreement a fixed fee in the amount of SIXTY-FIVE THOUSAND AND NO/100 DOLLARS (\$65,000.00). CONSULTANT shall perform all work required by the Scope of Services but, in no event, shall CONSULTANT be paid more than the negotiated Fixed Fee amount stated above.

(b) Payments shall be made to the CONSULTANT when requested as work progresses for services furnished, but not more than once monthly. CONSULTANT may invoice amount due based on the total required services actually performed and completed. Upon review and approval of CONSULTANT's invoice, the COUNTY shall, within thirty (30) days of receipt of the invoice, pay CONSULTANT the approved amount.

**SECTION 4. BILLING AND PAYMENT.**

(a) CONSULTANT shall render to the COUNTY, at the close of each calendar month, an itemized invoice, properly dated including, but not limited to, the following information:

- (1) The name and address of the CONSULTANT;
- (2) Contract Number;
- (3) A complete and accurate record of services performed by the CONSULTANT for all services performed by the CONSULTANT during that month and for which the COUNTY is billed;
- (4) A description of the services rendered in (3) above with sufficient detail to identify the exact nature of the work performed; and
- (5) Such other information as may be required by this Agreement or requested by the COUNTY from time to time.

The original invoice and one (1) copy shall be sent to:

Director of County Finance  
Seminole County Board of County Commissioners  
Post Office Box 8080  
Sanford, Florida 32772

Two (2) duplicate copies of the invoice shall be sent to:

County Manager's Office  
1101 E. First Street  
Sanford, Florida 32771

(b) Payment shall be made after review and approval by COUNTY within thirty (30) days of receipt of a proper invoice from the CONSULTANT.

**SECTION 5. AUDIT OF RECORDS.**

(a) COUNTY may perform or have performed an audit of the records of CONSULTANT after final payment to support final payment hereunder. This audit would be performed at a time mutually agreeable to CONSULTANT and COUNTY subsequent to the close of the final fiscal period in which the last work is performed. Total compensation to CONSULTANT may be determined subsequent to an audit as provided for in subsection (b) and of this subsection, and the total compensation so determined shall be used to calculate final payment to CONSULTANT. Conduct of this audit shall not delay final payment as required by Section 4(b).

(b) The CONSULTANT agrees to maintain all books, documents, papers, accounting records and other evidences pertaining to work performed under this Agreement in such a manner as will readily conform to the terms of this Agreement and to make such materials available at CONSULTANT's office at all reasonable times during the Agreement period and for five (5) years from the date of final payment under the contract for audit or inspection as provided for in subsection (a) of this Section.

(c) In the event any audit or inspection conducted after final payment, but within the period provided in subsection (b) of this Section reveals any overpayment by COUNTY under the terms of the

Agreement, CONSULTANT shall refund such overpayment to COUNTY within thirty (30) days of notice by the COUNTY.

**SECTION 6. RESPONSIBILITY OF CONSULTANT.**

(a) CONSULTANT shall be responsible for the professional quality, technical accuracy and the coordination of all plans, studies, reports and other services furnished by CONSULTANT under this Agreement. CONSULTANT shall, without additional compensation, correct or revise any errors or deficiencies in his services.

(b) Neither the COUNTY'S review, approval or acceptance of, nor payment for, any of the services required shall be construed to operate as a waiver of any rights under this Agreement or of any cause of action arising out of the performance of this Agreement and the CONSULTANT shall be and remain liable to the COUNTY in accordance with applicable law for all damages to the COUNTY caused by the CONSULTANT'S performance of any of the services furnished under this Agreement.

**SECTION 7. OWNERSHIP OF DOCUMENTS.** All deliverable reference data, survey data, plans and reports that result from the CONSULTANT'S services under this Agreement shall become the property of the COUNTY after final payment for the specific service provided is made to CONSULTANT. No changes or revisions to the documents furnished by CONSULTANT shall be made by COUNTY or its agents without the written approval of CONSULTANT.

**SECTION 8. TERM.** This Agreement shall take effect on the date of its execution by COUNTY and shall remain in effect for one (1) year.

**SECTION 9. TERMINATION.**

(a) The COUNTY may, by written notice to the CONSULTANT, terminate this Agreement, in whole or in part, at any time, either for the COUNTY'S convenience or because of the failure of the CONSULTANT to fulfill CONSULTANT'S Agreement obligations. Upon receipt of such

notice, the CONSULTANT shall:

(1) immediately discontinue all services affected unless the notice directs otherwise, and

(2) deliver to the COUNTY all plans, studies, reports, estimates, summaries, and such other information and materials as may have been accumulated by the CONSULTANT in performing this Agreement, whether completed or in process.

(b) If the termination is for the convenience of the COUNTY, the CONSULTANT shall be paid compensation for services performed to the date of termination. CONSULTANT shall be paid no more than a percentage of the Fixed Fee amount equivalent to the percentage of the completion of work contemplated by the Agreement.

(c) If the termination is due to the failure of the CONSULTANT to fulfill his Agreement obligations, the COUNTY may take over the work and prosecute the same to completion by Agreement or otherwise. In such case, the CONSULTANT shall be liable to the COUNTY for reasonable additional costs occasioned to the COUNTY thereby. The CONSULTANT shall not be liable for such additional costs if the failure to perform the Agreement arises out of causes beyond the control and without the fault or negligence of the CONSULTANT. Such causes may include, but are not limited to, acts of God or of the public enemy, acts of the COUNTY in either its sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, and unusually severe weather; but, in every case, the failure to perform must be beyond the control and without the fault or negligence of the CONSULTANT.

(d) If, after notice of termination for failure to fulfill Agreement obligations, it is determined that the CONSULTANT had not so failed, the termination shall be deemed to have been effected for the

convenience of the COUNTY. In such event, adjustment in the Agreement price shall be made as provided in subsection (b) of this Section.

(e) The rights and remedies of the COUNTY provided in this clause are in addition to any other rights and remedies provided by law or under this Agreement.

**SECTION 10. EQUAL OPPORTUNITY EMPLOYMENT.** CONSULTANT agrees that it will not discriminate against any employee or applicant for employment for work under this Agreement because of race, color, religion, sex, age, national origin, or disability and will take steps to ensure that applicants are employed, and employees are treated during employment, without regard to race, color, religion, sex, age, national origin or disability. This provision shall include, but not be limited to, the following: employment, upgrading, demotion or transfer; recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship.

**SECTION 11. NO CONTINGENT FEES.** CONSULTANT warrants that it has not employed or retained any company or persons, other than a bona fide employee working solely for the CONSULTANT, to solicit or secure this Agreement and that CONSULTANT has not paid or agreed to pay any persons, company, corporation, individual or firm, other than a bona fide employee working solely for CONSULTANT, any fee, commission, percentage, gift, or other consideration contingent upon or resulting from the award or making of this Agreement. For the breach or violation of this provision, COUNTY shall have the right to terminate the Agreement at its discretion, without liability and to deduct from the Agreement price, or otherwise recover, the full amount of such fee, commission, percentage, gift or consideration.

**SECTION 12. ASSIGNMENT.** This Agreement, or any interest herein, shall not be assigned, transferred, or otherwise encumbered, under any circumstances, by the parties hereto without prior written consent of the opposite party and only by a document of equal dignity herewith.

**SECTION 13. SUBCONTRACTORS.** In the event CONSULTANT, during the course of the work under this Agreement, requires the services of any subcontractors or other professional associates in connection with service covered by this Agreement, CONSULTANT must secure the prior written approval of the COUNTY. If subcontractors or other professional associates are required in connection with the services covered by this Agreement, CONSULTANT shall remain fully responsible for the services of subcontractors or other professional associates.

**SECTION 14. INDEMNIFICATION OF COUNTY.** The CONSULTANT agrees to hold harmless, replace, and indemnify the COUNTY, its commissioners, officers, employees, and agents against any and all claim, losses, damages or lawsuits for damages, arising from the negligent, reckless, or intentionally wrongful provision of services hereunder by the CONSULTANT, whether caused by the CONSULTANT or otherwise.

**SECTION 15. INSURANCE.**

(a) General. The CONSULTANT shall at the CONSULTANT's own cost, procure the insurance required under this Section.

(1) The CONSULTANT shall furnish the COUNTY with a Certificate of Insurance signed by an authorized representative of the insurer evidencing the insurance required by this Section (Professional Liability, Workers' Compensation/Employer's Liability and Commercial General Liability). The COUNTY, its officials, officers, and employees shall be named additional insured under the Commercial General Liability policy. The Certificate of Insurance shall provide that the COUNTY shall be given not less than thirty (30) days written notice prior to

the cancellation or restriction of coverage. Until such time as the insurance is no longer required to be maintained by the CONSULTANT, the CONSULTANT shall provide the COUNTY with a renewal or replacement Certificate of Insurance not less than thirty (30) days before expiration or replacement of the insurance for which a previous certificate has been provided.

(2) The Certificate shall contain a statement that it is being provided in accordance with the Agreement and that the insurance is in full compliance with the requirements of the Agreement. In lieu of the statement on the Certificate, the CONSULTANT shall, at the option of the COUNTY submit a sworn, notarized statement from an authorized representative of the insurer that the Certificate is being provided in accordance with the Agreement and that the insurance is in full compliance with the requirements of the Agreement. **The Certificate shall have this Agreement number clearly marked on its face.**

(3) In addition to providing the Certificate of Insurance, if required by the COUNTY, the CONSULTANT shall, within thirty (30) days after receipt of the request, provide the COUNTY with a certified copy of each of the policies of insurance providing the coverage required by this Section.

(4) Neither approval by the COUNTY or failure to disapprove the insurance furnished by CONSULTANT shall relieve the CONSULTANT of the CONSULTANT's full responsibility for performance of any obligation including CONSULTANT's indemnification of COUNTY under this Agreement.

(b) Insurance Company Requirements. Insurance companies providing the insurance under this Agreement must meet the following requirements:

(1) Companies issuing policies other than Workers' Compensation must be authorized to conduct business in the State of

Florida and prove same by maintaining Certificates of Authority issued to the companies by the Department of Insurance of the State of Florida. Policies for Workers' Compensation may be issued by companies authorized as a group self-insurer by Section 440.57, Florida Statutes. .

(2) In addition, such companies other than those authorized by Section 440.57, Florida Statutes, shall have and maintain a Best's Rating of "A" or better and a Financial Size Category of "VII" or better according to A.M. Best Company.

(3) If, during the period which an insurance company is providing the insurance coverage required by this Agreement, an insurance company shall: 1) lose its Certificate of Authority, 2) no longer comply with Section 440.57, Florida Statutes, or 3) fail to maintain the requisite Best's Rating and Financial Size Category, the CONSULTANT shall, as soon as the CONSULTANT has knowledge of any such circumstance, immediately notify the COUNTY and immediately replace the insurance coverage provided by the insurance company with a different insurance company meeting the requirements of this Agreement. Until such time as the CONSULTANT has replaced the unacceptable insurer with an insurer acceptable to the COUNTY the CONSULTANT shall be deemed to be in default of this Agreement.

(c) Specifications. Without limiting any of the other obligations or liability of the CONSULTANT, the CONSULTANT shall, at the CONSULTANT's sole expense, procure, maintain and keep in force amounts and types of insurance conforming to the minimum requirements set forth in this Section. Except as otherwise specified in the Agreement, the insurance shall become effective prior to the commencement of work by the CONSULTANT and shall be maintained in force until the Agreement completion date. The amounts and types of insurance shall conform to the following minimum requirements.

(1) Workers' Compensation/Employer's Liability.

(A) CONSULTANT's insurance shall cover the CONSULTANT for liability which would be covered by the latest edition of the standard Workers' Compensation Policy, as filed for use in Florida by the National Council on Compensation Insurance, without restrictive endorsements. The CONSULTANT will also be responsible for procuring proper proof of coverage from its subcontractors of every tier for liability which is a result of a Workers' Compensation injury to the subcontractor's employees. The minimum required limits to be provided by both the CONSULTANT and its subcontractors are outlined in subsection (c) below. In addition to coverage for the Florida Workers' Compensation Act, where appropriate, coverage is to be included for the United States Longshoremen and Harbor Workers' Compensation Act, Federal Employers' Liability Act and any other applicable federal or state law.

(B) Subject to the restrictions of coverage found in the standard Workers' Compensation Policy, there shall be no maximum limit on the amount of coverage for liability imposed by the Florida Workers' Compensation Act, the United States Longshoremen's and Harbor Workers' Compensation Act, or any other coverage customarily insured under Part One of the standard Workers' Compensation Policy.

(C) The minimum amount of coverage under Part Two of the standard Workers' Compensation Policy shall be:

\$ 500,000.00	(Each Accident)
\$1,000,000.00	(Disease-Policy Limit)
\$ 500,000.00	(Disease-Each Employee)

(2) Commercial General Liability.

(A) The CONSULTANT's insurance shall cover the CONSULTANT for those sources of liability which would be covered by the latest edition of the standard Commercial General Liability Coverage Form (ISO Form CG 00 01), as filed for use in the State of Florida by

the Insurance Services Office, without the attachment of restrictive endorsements other than the elimination of Coverage C, Medical Payment and the elimination of coverage for Fire Damage Legal Liability.

(B) The minimum limits to be maintained by the CONSULTANT (inclusive of any amounts provided by an Umbrella or Excess policy) shall be as follows:

<u>LIMITS</u>	
General Aggregate	\$Three (3) Times the Each Occurrence Limit
Personal & Advertising Injury Limit	\$500,000.00
Each Occurrence Limit	\$500,000.00

(3) Professional Liability Insurance. The CONSULTANT shall carry limits of not less than FIVE HUNDRED THOUSAND AND NO/100 DOLLARS (\$500,000.00).

(d) Coverage. The insurance provided by CONSULTANT pursuant to this Agreement shall apply on a primary basis and any other insurance or self-insurance maintained by the COUNTY or the COUNTY'S officials, officers, or employees shall be excess of and not contributing with the insurance provided by or on behalf of the CONSULTANT.

(e) Occurrence Basis. The Workers' Compensation Policy and the Commercial General Liability required by this Agreement shall be provided on an occurrence rather than a claims-made basis. The Professional Liability insurance policy must either be on an occurrence basis, or, if a claims-made basis, the coverage must respond to all claims reported within three (3) years following the period for which coverage is required and which would have been covered had the coverage been on an occurrence basis.

(f) Obligations. Compliance with the foregoing insurance requirements shall not relieve the CONSULTANT, its employees or agents

of liability from any obligation under a Section or any other portions of this Agreement.

**SECTION 16. ALTERNATIVE DISPUTE RESOLUTION.**

(a) In the event of a dispute related to any performance or payment obligation arising under this Agreement, the parties agree to exhaust COUNTY protest procedures prior to filing suit or otherwise pursuing legal remedies. COUNTY procedures for proper invoice and payment disputes are set forth in Section 22.15, "Prompt Payment Procedures," Seminole County Administrative Code.

(b) CONSULTANT agrees that it will file no suit or otherwise pursue legal remedies based on facts or evidentiary materials that were not presented for consideration in the COUNTY protest procedures set forth in subsection (a) above of which the CONSULTANT had knowledge and failed to present during the COUNTY protest procedures.

(c) In the event that COUNTY protest procedures are exhausted and a suit is filed or legal remedies are otherwise pursued, the parties shall exercise best efforts to resolve disputes through voluntary mediation. Mediator selection and the procedures to be employed in voluntary mediation shall be mutually acceptable to the parties. Costs of voluntary mediation shall be shared equally among the parties participating in the mediation.

**SECTION 17. REPRESENTATIVE OF COUNTY AND CONSULTANT.**

(a) It is recognized that questions in the day-to-day conduct of performance pursuant to this Agreement will arise. The COUNTY, upon request by CONSULTANT, shall designate in writing and shall advise CONSULTANT in writing of one (1) or more COUNTY employees to whom all communications pertaining to the day-to-day conduct of the Agreement shall be addressed. The designated representative shall have the authority to transmit instructions, receive information and interpret

and define the COUNTY'S policy and decisions pertinent to the work covered by this Agreement.

(b) CONSULTANT shall, at all times during the normal work week, designate or appoint one or more representatives of CONSULTANT who are authorized to act on behalf of CONSULTANT regarding all matters involving the conduct of the performance pursuant to this Agreement and shall keep COUNTY continually advised of such designation.

**SECTION 18. ALL PRIOR AGREEMENTS SUPERSEDED.** This document incorporates and includes all prior negotiations, correspondence, conversations, agreements or understandings applicable to the matters contained herein and the parties agree that there are not commitments, agreements or understandings concerning the subject matter of this Agreement that are not contained or referred to in this document. Accordingly, it is agreed that no deviation from the terms hereof shall be predicated upon any prior representations or agreements, whether oral or written.

**SECTION 19. MODIFICATIONS, AMENDMENTS OR ALTERATIONS.** No modification, amendment or alteration in the terms or conditions contained herein shall be effective unless contained in a written document executed with the same formality and of equal dignity herewith.

**SECTION 20. INDEPENDENT CONTRACTOR.** It is agreed that nothing herein contained is intended or should be construed as in any manner creating or establishing a relationship of copartners between the parties, or as constituting the CONSULTANT including its officers, employees, and agents, the agent, representative, or employee of the COUNTY for any purpose, or in any manner, whatsoever. The CONSULTANT is to be and shall remain an independent contractor with respect to all services performed under this Agreement.

**SECTION 21. EMPLOYEE STATUS.** Persons employed by the CONSULTANT in the performance of services and functions pursuant to this Agreement shall have no claim to pension, workers' compensation, unemployment compensation, civil service or other employee rights or privileges granted to the COUNTY'S officers and employees either by operation of law or by the COUNTY.

**SECTION 22. SERVICES NOT PROVIDED FOR.** No claim for services furnished by the CONSULTANT not specifically provided for herein shall be honored by the COUNTY.

**SECTION 23. PUBLIC RECORDS LAW.** CONSULTANT acknowledges COUNTY'S obligations under Article 1, Section 24, Florida Constitution and Chapter 119, Florida Statutes, to release public records to members of the public upon request. CONSULTANT acknowledges that COUNTY is required to comply with Article 1, Section 24, Florida Constitution and Chapter 119, Florida Statutes, in the handling of the materials created under this Agreement and that said statute controls over the terms of this Agreement.

**SECTION 24. NOTICES.** Whenever either party desires to give notice unto the other, it must 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 shall remain such until it shall have been changed by written notice in compliance with the provisions of this Section. For the present, the parties designate the following as the respective places for giving of notice, to wit:

**For COUNTY:**

County Manager's Office  
1101 E. First St.  
Sanford, FL 32773

**For CONSULTANT:**

MGT of America, Inc.  
2123 Centre Point Boulevard  
Tallahassee, FL 32308-4930

**SECTION 25. RIGHTS AT LAW RETAINED.** The rights and remedies of the COUNTY, provided for under this Agreement, are in addition to any other rights and remedies provided by law.

**SECTION 26. COMPLIANCE WITH LAWS AND REGULATIONS.** In providing all services pursuant to this Agreement, the CONSULTANT shall abide by all statutes, ordinances, rules, and regulations pertaining to, or regulating the provisions of, such services, including those now in effect and hereafter adopted. Any violation of said statutes, ordinances, rules, or regulations shall constitute a material breach of this Agreement, and shall entitle the COUNTY to terminate this Agreement immediately upon delivery of written notice of termination to the CONSULTANT.

**SECTION 27. CONFLICT OF INTEREST.**

(a) The CONSULTANT agrees that it will not engage in any action that would create a conflict of interest in the performance of its obligations pursuant to this Agreement with the COUNTY or which would violate or cause others to violate the provisions of Part III, Chapter 112, Florida Statutes, relating to ethics in government.

(b) The CONSULTANT hereby certifies that no officer, agent or employee of the COUNTY has any material interest (as defined in Section 112.312(15), Florida Statutes, as over 5%) either directly or indirectly, in the business of the CONSULTANT to be conducted here, and that no such person shall have any such interest at any time during the term of this Agreement.

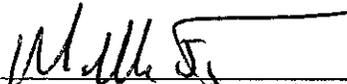
(c) Pursuant to Section 216.347, Florida Statutes, the CONSULTANT hereby agrees that monies received from the COUNTY pursuant to this

Agreement will not be used for the purpose of lobbying the Legislature or any other State or Federal agency.

IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement for the purposes stated herein.

ATTEST:

MGT OF AMERICA, INC.

  
Secretary

By:   
FRED SEAMON, Senior Partner

(CORPORATE SEAL)

Date: 10/16/06

SEMINOLE COUNTY, FLORIDA

\_\_\_\_\_  
Witness

By: \_\_\_\_\_  
CYNTHIA A. COTO, County Manager

\_\_\_\_\_  
Print Name

Date: \_\_\_\_\_

\_\_\_\_\_  
Witness

Within authority of Resolution  
No. 93-R-71 adopted February 23,  
1993.

\_\_\_\_\_  
Print Name

For the use and reliance  
of Seminole County only.

Approved as to form and  
legal sufficiency.

  
County Attorney

AC/lpk  
10/10/06  
rfp-1221

Attachment:  
Exhibit "A" - Scope of Services

## SEMINOLE COUNTY, FLORIDA

### SCOPE OF SERVICES – STRATEGIC PLAN FACILITATION

Seminole County, Florida, is soliciting proposals from individuals or firms with experience in facilitating governmental strategic planning processes. Over the next several months, Seminole County proposes to complete a strategic plan for the purpose of establishing a long term vision for the County as well as setting short term strategic issues and goals that will be incorporated in its five year capital improvements budget. The term of the engagement shall be for approximately five months beginning in October 2006 and ending in March 2007. Depending upon the stage of process completion in March, the facilitator may need to continue beyond March 2007. The proposal should be based on completion of the process and not the timeframes established for the process.

#### A. General Information:

Seminole County operates under an elected Commission and appointed County Manager form of government. The following departments provide services in the County: Administrative Services, Community Information, Community Services, Economic Development, Environmental Services, Fiscal Services, Human Resources, Information Technologies, Library and Leisure Services, Planning and Development, Public Safety, Public Works, and Tourism Development. The County's estimated population is 411,000. Additional information can be obtained on the County's website at [www.seminolecountyfl.gov](http://www.seminolecountyfl.gov)

The County Commission desires to prepare a strategic plan that will identify the County in the year 2017, and assist the County in establishing the policies and priorities that will accomplish that vision.

To guide this planning process, the County Commission is forming a steering team. The purpose of the steering team is to recommend a final planning process to the Commission, to set time schedules for completion of the process, and to monitor the progress to insure that all required actions are in fact completed in accordance with the established timeframes. The steering team will consist of the Chairman of the Board of County Commissioners, the County Manager, 2 Deputy County Managers, and 3 Department Directors.

To complete the strategic plan, the County has formulated a process described by Attachment A.

#### B. Facilitator Responsibilities:

1. Facilitator will work with the steering team to design the final planning process. In completing this task, the facilitator will provide the steering team with an overview of strategic planning including a written description that explains and defines strategic

planning and its application to Seminole County. Specifically, this explanation will provide material that will define mission, vision, strategic issues, values, goals, and objectives. The facilitator will be responsible for guiding the steering team so that the final process design is tailored to meet the specific needs and characteristics of the County. A possible process flow is described on Page 4 of Attachment A.

2. The facilitator will either present the recommended process to the steering team so that the steering team or facilitator can present the recommended process to the County Commission. The facilitator will be responsible for providing the Commission with written material that explains the strategic planning process, defines the components of the process, and will serve as an instrument through which the Commission can evaluate the products produced at each stage of the process.
3. The facilitator, when requested, will attend meetings of the steering team and will advise the steering team with respect to changes that should occur in the process, suggestions to correct any problems that are being experienced. It is estimated that the steering team will meet twice to establish the recommended process and will then meet monthly to monitor success of the program.
4. The Facilitator will be responsible for guiding meetings where the County Commission answers the process questions listed on Page 4 of Attachment A. It is anticipated that the external assessment will be completed with information obtained through a series of community meetings. The information derived through these meetings will be used by the Commission as information to assist them with addressing the questions contained in the Where Are We Now part of the planning process. The facilitator will be responsible for conducting the external assessment and writing reports that summarize the outcome of all meetings. It is not expected that the facilitator will be directly involved in these meetings.
5. Upon completion of this phase, the facilitator will guide the Commission through the process of identifying strategic issues, and setting the goals necessary to accomplish those strategic issues. Senior staff will be an integral part of the goal setting process. The facilitator should recommend a suggested methodology for incorporation staff input into the goal setting process.
6. Subsequent to the setting of goals, the facilitator will guide the Commission in formulating the mission and vision for the County. While traditionally the setting of the mission and vision precedes goal setting, time constraints with the Fiscal Year 2007/08 budget may require the mission and vision to follow the setting of goals.
7. Staff will be responsible for the preparation of Official documents recording the results of the Strategic planning process.
8. The facilitator will conduct a training seminar with the County management team. This training will have as its theme the setting of goals and objectives based upon the mission, vision, and goals identified by the County Commission. The facilitator is

expected to provide appropriate training materials to approximately 20 members of the County staff. The facilitator is expected to work with the County Manager to design a format to integrate the strategic issues, goals and objectives as the foundation for the Five year capital improvements budget.

9. Facilitator will provide County Departmental Directors, approximately 13, with a training session on the components included in an internal assessment. The theme of the training will be on evaluating organizational capacity to meet the established mission, vision, and related strategic issues. Specifically, the facilitator should familiarize staff with the design of operational strategies that address the County's mission, vision, and County-wide strategic issues. Facilitator must also provide staff with an understanding about establishing and measuring performance outputs. Facilitator will provide staff with a written format to use in conducting an internal assessment.

## ATTACHMENT A

### COMPONENTS OF THE PROCESS

Before an organization can develop a plan for change, it must first determine where it currently stands and what opportunities for change exist. The strategic planning model will lead the County through a process of asking and answering where the County is currently, where the County wants to be, how the County will measure its progress, how the County will get to where it wants to be, and how the County will monitor its progress. The planning process is driven by the County Commission. To be successful the Commission must lead and be involved during all stages of the process.

#### **Where Are We Now?**

Strategic planning helps determine a County's current status and evaluate its environment. It helps define the County's products and services, who the customers and stakeholders of the services are, the future challenges and opportunities that will present themselves to the County and what actions and policies the County should adopt to successfully meet the challenges of the future.

**Internal/External Assessment:** an analysis and evaluation of internal conditions and external data and factors that affect the organization.

**Internal Assessment (or Situation Inventory):** an evaluation of internal strategic issues facing the County as well as opportunities undeveloped. Information is obtained by County staff presenting issues and opportunities to the Commission. Internal assessment may also include a capacity evaluating. This would determine the organizational unit's capacity to perform and/or expand its current mission. Should be performed through external resources.

**External Assessment (or Environmental Scan):** an analysis of key external elements or forces that affect the environment in which an organization functions. Information is obtained through charrettes with community groups, businesses, community stakeholders and their government organizations.

**Customer Identification:** formal definition of those directly or indirectly using County services or those directly or indirectly affected by the County's action. Data typically obtained through community surveys.

**Customer:** anyone who lives in the County, anyone who receives or uses the products or services of the County, or one who is regulated by the County.

## **Where Do We Want to Be?**

Use the results of the internal and external analysis and customer identification to formulate the mission, vision, principles, goals and objectives set by the Commission using the data obtained through the internal/external assessment.

**Mission:** a brief, comprehensive statement of purpose of the County. Based on established values.

**Vision:** a compelling, conceptual image of the desired future for the County.

**Principles:** the core values and philosophies that describe how the County conducts itself in carrying out its mission.

**Goals:** the desired end results, generally after three or more years. Set by the Departments and ratified by the Commission.

**Objectives:** specific and measurable targets for accomplishing goals. Established by Departments. Established for each year of the plan.

## **How Do We Get There?**

Strategic planning will help the County determine how to get from where it currently is to where it wants to be, as well as the resources that will be needed to implement the plan.

**Action Plan:** a detailed description of the strategies and steps used to implement a strategic plan.

**Resource Allocation:** the determination and allotment of resources or assets necessary to carry out strategies and achieve objectives, within a priority framework.

## **How Do We Track Our Progress?**

Finally, the County should monitor implementation of goals and objectives and use the results to periodically evaluate "Where are we now?", thereby beginning the strategic planning cycle again.

**Tracking Systems:** monitor progress, compile management information and keep goals on track.

There is no fixed "cookie cutter" process that can be used for every organization. Seminole County should tailor the strategic planning process to the particular needs of the County as well as the County's history and organizational structure. Although the diagram on the last page shows a step-by-step process, strategic planning is not linear. Sometimes the results of one step may cause the planning team to go back to a previous step because assumptions or circumstances have changed.

ASK:	TO GET THE ANSWER:
<p><i>Where are we now?</i></p> <p>External Assessment (Meeting with Community) →</p> <p>Internal Assessment →</p> <p>External Assessment (Meeting with Community) →</p> <p>Internal Assessment →</p>	<p>Perform an <i>Internal/External Assessment</i>, which consists of a situation inventory and environmental scan.</p> <p><i>Historical</i></p> <p>What are our accomplishments in last five years? What did we not do that we could have done?</p> <p>Why did we not do these?</p> <p><i>Future</i></p> <p>What are we doing that we want to continue? What are we doing that we do not want to continue? What are we not doing that we want to do?</p> <p>What resources do we need to do these new things?</p> <p style="text-align: center;">↓</p>
<p><i>Where do we want to be?</i></p>	<p>Identify <i>Strategic Issues</i>, fundamental policy questions.</p> <p>Develop <i>Goals</i>, which represent the desired end results after three or more years.</p> <p>Develop <i>Objectives</i>, which are specific, measurable targets to accomplish goals.</p> <p>Develop a <i>Mission</i>, which is a brief, comprehensive statement of purpose.</p> <p>Develop a <i>Vision Statement</i>, which is a compelling, conceptual image of the desired future.</p> <p style="text-align: center;">↓</p>
<p><i>How do we get there?</i></p>	<p>Develop <i>Performance Measures</i>, which measure results, ensure accountability, encourage the use of targets that are linked to continuous improvements and allow benchmarking against the "best in class."</p> <p style="text-align: center;">↓</p>
<p><i>How do we track our progress?</i></p>	<p>Develop a <i>Tracking System</i>, which measures progress and compiles management information.</p>