



**CITY OF BELLE SLE, FLORIDA
CITY COUNCIL AGENDA ITEM COVER SHEET**

Meeting Date: May 2, 2017

To: Honorable Mayor and City Council Members

From: B. Francis, City Manager

Subject: RFP for Strategic Planning Services

Background: A strategic planning: a long-term roadmap comprised of a set of goals and objectives that help Belle Isle successfully move forward from where we are now to where we want to be. It is also a preventative measure designed to assist in achieving maximum effectiveness and equity before a program or department reaches crisis level. Strategic planning is “proactive,” instead of “reactive.”

Strategic planning helps us realize its long-term vision by setting up goals and objectives in a systematic, incremental manner. Simply put, it makes you take a look at what’s going on today, where you want to be tomorrow and which steps you will need to take to get there. It includes those priorities that are important to the citizens. Because citizen input is a vital component in the process, the ability of the strategic plan to address their needs is great. Also, with public sentiment advocating more fiscal prudence, a solid strategic plan with definite objectives, financial targets and monitoring tools in place, ensures accountability.

The strategic planning process should involve the public. Public forums, surveys and task forces involve residents and will also allow the public to feel a sense of ownership. A strategic plan is a tangible reflection of community spirit and culture.

The goals and objectives that are put on paper are representative of numerous people: staff, elected officials, and citizens. It also conveys the Belle Isle community values and reinforces the reciprocal partnership that government has to its citizens. The strategic plan articulates those issues that are important to our community and allows a collective action plan to come to fruition.

The attached RFP solicits for a consultant to conduct the process. Although I have conducted these in the past, I believe a consultant should be hired so I can be an active participant in the process this initial time and have the consultant put the plan together. Therefore I would like you to review this RFP so we can determine the cost. Most processes that I dealt with are about \$10,000 - \$15,000 depending on what services they do.

CITY OF BELLE ISLE, FLORIDA
REQUEST FOR PROPOSALS
LOCAL GOVERNMENT STRATEGIC PLAN CONSULTANT SERVICES

The City is seeking proposals from qualified and experienced persons or firms for local government strategic planning consulting services. Consultants are invited to submit a proposal which includes an outline of their experience and qualifications in performing work directly related to the services required.

The City will receive sealed proposals until 2:00 p.m. (local), June 16, 2017, located at City Hall, 1600 Nela Ave., Belle Isle, Florida, 32809 or . E-mailed to or faxed proposals will not be acceptable.

1. City of Belle Isle

The City of Belle Isle (<http://www.cityofbelleislefl.org/>) is a friendly Central Florida community in southeastern Orange County where peaceful, lakefront living provides a permanent vacation from surrounding metros. Originally established in 1924 to protect Lake Conway and the surrounding chain of lakes, Belle Isle's local government works diligently to preserve the environment that more than 6,000 residents call home.

Once a Native American oasis, Belle Isle was founded by Central Floridians in 1924 to protect [Lake Conway](#) and its chain of lakes. Town supporters resisted Orange County's plan to use the lakes for drainage by forming their own municipality.

Belle Isle's first citizens and interim Mayor C.H. Hoffner unanimously voted on the city's name, which resembles the French phrase for "beautiful island." Arthur Q. Lancaster later served as the first elected mayor.

In 1928, Belle Isle was annexed back into Orange County and records of the City of Belle Isle ceased to exist. However, residents rallied against another attempt by the County to use the lakes for drainage in 1954, and the local government was reinstated. The State of Florida later recognized the City of Belle Isle's charter in 1972. In the same year, [City Hall](#) was named "Dexter Hall" to recognize Mayor Ross Dexter, the first mayor to pass away while in office.

The city's government ran continuously until the early 2000s when a [council-manager form of government](#) was adopted in an attempt to better serve Belle Isle residents. Since that time, the city has flourished. Annexations, the establishment of a Belle Isle [Police Department](#) and an agreement to open [Cornerstone Charter Academy](#) mark Belle Isle's largest achievements in recent years.

Belle Isle has a total area of 5.1 square miles (13.2 km²), of which 2.3 square miles (6.0 km²) is land and 2.8 square miles (7.2 km²) (54.42%) is water.

The city of Belle Isle is close to [Orlando International Airport](#), being only three miles northwest of it; [Orlando](#) itself is only five miles north. Belle Isle is the location of Lake Conway, one of Greater Orlando's largest lakes. The southern portion of Little Lake Conway, another large lake, is also in Belle Isle.⁴

2. Project Introduction

The City of Belle Isle wishes to develop and implement a strategic plan that will articulate a clear vision of its future that is integrated with an organizational philosophy and guide elected officials' and employees' actions for its successful operation. The plan will include benchmarks or milestones that measure the City's progress toward achieving its strategic goals and objectives.

While the City has not previously adopted a vision statement and strategic goals, the City Council realizes that they have a clear understanding of why the Council exists, who its customers are, what services it provides to them, and that its customers needs are being served. This is necessary to ensure that citizens' needs can best be served, and that local government officials develop clearly defined blueprints and implement them to ensure it happens. The process of developing the City's strategic plan will include an in-depth examination of the City's core mission and a resetting of its vision and goals so as to be both responsive and adaptive to current and anticipated changes in the challenging environment.

The City of Belle Isle is interested in having this plan completed with the City Commission's and community's acceptance. The process needs to involve educating the public on the benefits of a Strategic Plan and also provide for active community participation, to include but not necessarily be limited to:

- 1) Setting Direction (Environmental Scan and Vision)
- 2) Focusing Efforts (Goals and Priorities)
- 3) Implementation (Citywide/Department Plans)
- 4) Reporting (Progress)

A strategic plan is a “living document” and should undergo periodic review and adjustment to reflect progress towards achievement of goals and/or modifications of goals. As a process and eventual working document, the Edmonds Strategic Planning process and final document should provide a plan with 5, 10 and 20 year horizons to address the following issues:

- Help the City of Belle Isle decide what it wants to achieve in the future, including identification of what makes Belle Isle unique and special, and how the City can position itself to be prepared for the future while still retaining those qualities.
- Transform the conceptual goals of the visioning process into realistic, achievable targets.
- Encourage engagement and spark the interest and excitement of active/passive residents, business and property owners, city officials, city administration and staff, and others in the future potential of the City.
- Provide a process that allows general alignment and focus of the City Commission, city administration and staff, in addition to citizens, business interests, community groups, and other stakeholders to foster a sense of cohesion as to the City’s strategic direction.
- Generate new ideas and discussion about the built environment, sustainability, sense of place, and the City’s overall identity.
- Chart an effective, considered, and innovative course of action for the City’s future, setting priorities and maximizing innovative opportunities.
- Serve as a way to organize and prioritize City initiatives and resources to achieve specific goals within a specific period of time (e.g., 1 - 5 year timeframe in the short term; 6 – 10 years in the intermediate term; and a 10 - 20 year timeframe in the long term) with specific performance measures.
- Recognize any economic development potential and ways to diversify the local economy.
- Identify and analyze potential partnerships with other entities; (such as public/public, public/private) and encourage significant private investment in the redevelopment opportunities in the City.
- Plan for environmental sustainability.
- Plan for fiscal sustainability.

Through this planning process, the City is also interested in the successful prioritization of services and the following objectives:

- To evaluate the services we provide in the context of community expectations.
- To better understand our services in the context of the cause-and-effect relationship they have on the organization’s priorities.
- To provide a higher degree of understanding among decision makers as they engage in a process to rank services based on priorities.
- To articulate to people within city government and to the public how we value our services, how we invest in our priorities, and how we divest ourselves of lower-priority services (if necessary).

3. Scope of Services

The process should include an assessment of environmental factors – such as through the assessment of internal strengths and weaknesses and external opportunities and threats (generally referred to as “SWOT” analysis) or through an alternative approach. Critical issues should be

identified as a basis for assisting the City Commission develop broad goals that will serve as the basis for objectives and strategies City staff will develop to implement those goals.

These critical issues should at a minimum address local, regional, national, and global factors affecting the City including, but not limited to:

- (a) economic and financial factors,
- (b) demographic trends,
- (c) legal or regulatory issues,
- (d) social and cultural trends,
- (e) physical (i.e. community development),
- (f) intergovernmental issues, and
- (g) technological change.

The consultant(s) will guide and educate the City Commission and City staff through the process through one or more workshops and, as necessary, through individual meetings with City Commissioners and other community stakeholders. The City Commission is interested in citizen input to aid them in understanding and assessing public values, priorities and perception as the City Commission identifies priorities. The consultant(s) will advise the City Commission on how citizen input should best be incorporated in the strategic planning process. As part of the response to this RFP, the consultant(s) will identify the recommended method(s) (e.g., telephone survey, mailed survey, email/social media, and focus groups) and separately identify the cost of the intended method of obtaining valid citizen input to the City's strategic planning process.

3.1 Deliverables must be in a form that can be integrated with other existing activities such as the City budget process, the City's multi-year Capital Improvement Plan (CIP), long term financial planning, citizen surveys and performance measurement activities for City departments and for employees through the establishment of related measurable objectives. Towards that end, the consultant(s) will provide the City Commission and City staff a "roadmap" for integrating the strategic goals with these other processes.

3.2 The envisioned final documents are not intended to be voluminous and the City anticipates the strategic planning process to be as valuable as the resulting products. Recognizing the unique challenges facing government, the consultant must provide evidence of similar strategic planning experience with one or more comparable local governments. Florida local government experience is preferred, as is prior knowledge of the City and the issues it is facing as part of Orange County and the Central Florida region.

3.3 Staff resources will be made available to the consultant(s) to coordinate schedules, arrange use of City-owned facilities as may be necessary, and to record minutes of any City Commission discussions.

3.4 A City of Belle Isle documents (e.g., budget, studies, plans, reports, etc.) that provide additional background information about the City will be made available to the consultant(s).

4. Tasks/Deliverables

- 4.1 Gather and analyze information to become familiar with the City of Belle Isle.
- 4.2 Describe the overall strategy and identify key challenges and opportunities.
- 4.3 Develop an Action Plan and establish implementation steps and schedule.
- 4.4 Establish benchmarks or milestones that measure the City's progress throughout the Strategic Planning process.
- 4.5 Develop and initiate a public involvement program that engages the community and educates them about the Strategic Planning process. Electronic and telephonic surveys, community open houses, and other forms of community outreach could be used to achieve this deliverable. Provide summaries and analyses of all public input.
- 4.6 Participate in City Commission briefings and facilitate City Commission discussion and decision-making at Commission meetings.
- 4.7 Produce 10 copies (plus CD or other electronic media approved by the City) of a written report reflecting an assessment of the environment in which City services are provided using "SWOT analysis" or an alternate approach.
- 4.8 Conduct one or more workshops with the City Commission, supplemented by individual meetings with Commissioners, city staff and other community stakeholders.
- 4.9 Develop strategic goals and measurable objectives to determine if goals in the strategic plan have been achieved. This can be quantifiable, but at a minimum should be verifiable statements which should include timeframes for City Commission approval.
- 4.10 Identify existing or new resources (technology, people, equipment, funding, etc.) needed to achieve desired goals and objectives.
- 4.11 Provide 10 copies each of written drafts and final reports for implementing the City's strategic goals through objectives and benchmarks or milestones in a manner consistent with the City budget process, CIP, long term financial planning, and performance measurement activities for both City departments and employees.
- 4.12 Provide 10 copies of a City of Belle Isle Strategic Plan Executive Summary.
- 4.13 Provide a reproducible brochure detailing the City's strategic planning process for distribution to the public.

5. Term of Contract

The term of the contract between the City and the successful Proposer shall not exceed a period of six (6) months from its effective date.

6. Required Submittal

Submission/Format Requirements

Submit one (1) original unbound and five (5) bound copies of the proposal. All copies will be on 8 ½" x 11" plain white paper, typed, and signed by an authorized representative who is able to contractually bind the Proposer. In addition, interested parties must submit one (1) original copy of the Proposal on a CD-ROM (or electronic media approved by the City) in printable Adobe or

Microsoft Word format (or other format approved by the City). Failure to adhere to the submittal quantity criteria may result in the Proposal being considered non-responsive.

Information to be included in the proposal: In order to maintain comparability and expedite the review process, it is required that proposals be organized in the manner specified below:

Title page:

Show the project name and number, the name of the Proposer's firm, address, telephone number, name of contact person and the date.

Table of Contents:

Include a clear identification of the material by section and by page.

Letter of Transmittal:

Briefly state the Proposer's understanding of the project and express a positive commitment to provide the services described herein. State the name(s) of the person(s) who will be authorized to make representations for the proposer, their title(s), office and E-mail addresses and telephone numbers. Please limit this section to two pages.

Location:

Given the geographical nature of the tasks to be carried out in the study, provide the location of where the work will be performed.

Experience:

A summary of Proposer's experience for similar projects that were or are being served by the Proposer (firm).

Please identify who will be the principal contact for the activity involved in the study and provide a summary description of their professional experience.

Skills and experience of the Proposer's Project Team must be included. Identify and provide evidence of sufficient qualified staff to perform the services in a timely and effective manner. Describe the experience of the entire project team as it relates to these types of projects. Include the experience of the prime consultants as well as other members of the project team; i.e., additional personnel, sub-consultants, branch office, team members, and other resources anticipated to be utilized for this project. Name specific projects (successfully completed within the past five years) where the team members have performed similar projects previously.

Proposer will be required to commit that the personnel and/or principals named in the proposal shall remain assigned to the "project" throughout the period of the contract unless provided for otherwise in a negotiated contract. No diversion or substitution of personnel or principals will be allowed without submission of a written request with the qualifications and experience of the proposed replacement. The approval of the City will be required for any such diversion or substitution.

Project Approach and Schedule:

A. Describe the Proposer's methodology with respect to performing the required services in the Scope of Work described in this RFP including proposed public involvement methods.

B. Discuss technical approach with respect to meeting the objectives of the study. Include estimated time periods for project phases and major activities and level of assistance required from city staff.

C. Include all project requirements and the proposed tasks, services, activities, etc. necessary to accomplish the scope of this project. The information submitted shall contain sufficient detail to convey the Proposer's knowledge of the subjects and skills necessary to successfully how the Proposer will ensure that all efforts are coordinated with the City's requirements.

Community Participation:

Include samples of questionnaires or web-based outreach sites that the Proposer has used for other strategic planning projects in which Proposer has provided strategic planning consulting services.

Pricing:

Include a concise narrative with sufficient detail indicating the proposed approach to providing the required services, including a description of the types and quantities of service that would be provided. Provide a cost for each of the major services provided along with the estimated number of expected work hours for each qualified staff. Period of time, stated as number of days, shall be calendar days. Actual compensation is subject to contract negotiations. Proposers may submit additional tasks and associated costs that could be performed by the consultant team for consideration by the City.

Signature Page:

The Proposal Signature Page must be completed, signed and returned.

Professional References:

Submit a recent client reference list of no more than one page, including name of contact, firm and/or governmental entity, address, telephone number and type of service provided each reference.

Litigation:

Disclose any litigation within the past five (5) years arising out your firm's performance.

Licensing and Registration:

Submit licensure and registration information that the Proposer is in good standing and authorized to do business in the State of Florida.

Return all RFP pages, initialed where indicated.

7. Selection/Evaluation Process

A Selection/Evaluation Committee will be appointed to select the most qualified firm(s). The Selection/Evaluation Committee will present their findings to the City Commission and, upon

Commission approval, will negotiate a contract with the most qualified firm(s).

Proposals will be evaluated using the following criteria:

Evaluation Criteria

- Completeness of response to the RFP requirements and presentation **(20 points)**
- Project team composition and experience of team working together on strategic planning projects. Demonstrated knowledge and experience with actual implementation of possible strategies and municipal financing. **(20 points)**
- Creativity and clarity in approach to tasks to be performed. **(20 points)**
- Proven experience in effective and successful facilitation skills, public involvement and incorporating elected official, staff and citizen input related to strategic plans. **(20 points)**
- Pricing. **(20 points)**

The Committee has the option to use the above criteria for the initial ranking to short-list proposers and to use an ordinal ranking system to score short-listed proposers following presentations (if deemed necessary) with a score of “1” assigned to the short-listed proposer deemed most qualified by the Committee.

Each firm should submit documentation that evidences the firm’s capability to provide the services required for the Committee’s review for short listing purposes. After an initial review of the Proposals, the City may invite proposers for an interview to discuss the proposal and meet firm representatives, particularly key personnel who would be assigned to the project. Should interviews be deemed necessary, it is understood that the City shall incur no costs as a result of this interview, nor bear any obligation in further consideration of the submittal.

When more than three responses are received, the committee shall furnish the City Commission (for their approval) a listing, in ranked order, of no fewer than three firms deemed to be the most highly qualified to perform the service. If three or less firms respond to the RFP, the list will contain the ranking of all responses.

The City Commission has the authority to (including, but not limited to); approve the recommendation; reject the recommendation and direct staff to re-advertise the solicitation; or, review the responses themselves and/or request oral presentations and determine a ranking order that may be the same or different from what was originally presented to the City Commission.

8. Hold Harmless and Indemnification

Proposer covenants and agrees that it will indemnify and hold harmless the City and the City’s contracted law enforcement provider, if applicable, and all of their officers, agents, and employees from any claim, loss, damage, cost, charge or expense arising out of any act, action, neglect or omission by the Proposer, whether direct or indirect, or whether to any person or property to which the City or said parties may be subject, except that neither the Proposer nor any of its subcontractors will be liable under this section for damages arising out of injury or damage to persons or property directly caused by or resulting from the sole negligence of the City or the City’s contracted law enforcement provider, if applicable, or any of their officers, agents or employees.

9. Retention of Records and Right to Access

The selected firm shall maintain during the term of the contract all books of account, receipt invoices, reports and records in accordance with generally accepted accounting practices and standards. The form of all records and reports shall be subject to the approval of the City's Internal Auditor. Recommendation for changes, additions, or deletions by the City's Internal Auditor must be complied with by the selected firm. The City's Internal Auditor must be permitted during normal business hours to audit and examine the books of account, reports, and records relating to this contract. The selected firm shall maintain and make available such records and files for the duration of the contract and retain them until the expiration of three years after final payment under the contract.

10. Communications

No negotiations, decisions, or actions shall be initiated or executed by the firm as a result of any discussions with any City employee. Only those communications, which are in writing from the City, may be considered as a duly authorized expression on behalf of the City. In addition, only communications from firms that are signed and in writing will be recognized by the City as duly authorized expressions on behalf of firms.

11. No Discrimination

There shall be no discrimination as to race, sex, color, creed, or national origin in the operations conducted under this contract.

12. Independent Contractor

The selected firm will conduct business as an independent contractor under the terms of this contract. Personnel services provided by the firm shall be by employees of the firm and subject to supervision by the firm, and not as officers, employees, or agents of the City. Personnel policies, tax responsibilities, social security and health insurance, employee benefits, purchasing policies and other similar administrative procedures applicable to services rendered under this agreement shall be those of the firm.

13. Staff Assignment

The City of Belle Isle reserves the right to approve or reject, for any reasons, Proposer's staff assigned to this project at any time. Background checks may be required.

14. Contract Terms

The contract shall include, but not be limited to the following terms:

The contract shall include as a minimum, the entirety of this RFP document, together with the successful Proposer's proposal. Contract shall be prepared by the City of Belle Isle City Attorney.

If the City of Belle Isle defends any claim, demand, cause of action, or lawsuit arising out of any act, action, negligent acts or negligent omissions, or willful misconduct of the contractor, its

employees, agents or servants during the performance of the contract, whether directly or indirectly, contractor agrees to reimburse the City of Belle Isle for all expenses, attorney's fees, and court costs incurred in defending such claim, cause of action or lawsuit.

15. Waiver

It is agreed that no waiver or modification of this contract or of any covenant, condition or limitation contained in it shall be valid unless it is in writing and duly executed by the party to be charged with it, and that no evidence of any waiver or modification shall be offered or received in evidence in any proceeding, arbitration, or litigation between the parties arising out of or affecting this contract, or the right or obligations of any party under it, unless such waiver or modification is in writing, duly executed as above. The parties agree that the provisions of this paragraph may not be waived except by a duly executed writing.

16. Survivorship Rights

This contract shall be binding on and inure to the benefit of the respective parties and their executors, administrators, heirs, personal representative, successors and assigns.

17. Termination

The contract may be terminated by the City of Belle Isle without cause upon providing contractor with a least sixty (60) days prior written notice. Should either party fail to perform any of its obligations under this contract for a period of thirty (30) days after receipt of written notice of such failure, the non-defaulting part will have the right to terminate the contract immediately upon delivery of written notice to the defaulting part of its election to do so. The foregoing rights of termination are in addition to any other rights and remedies that such party may have.

18. Manner of Performance

Proposer agrees to perform its duties and obligations under this contract in a professional manner and in accordance with all applicable local, federal and state laws, rules and regulations.

Proposer agrees that the services provided under this contract shall be provided by employees that are educated, trained and experienced, certified and licensed in all areas encompassed within their designated duties. Proposer agrees to furnish the City of Belle Isle with all documentation, certification, authorization, license, permit, or registration currently required by applicable laws or rules and regulations. Proposer further certifies that it and its employees are now in and will maintain good standing with such governmental agencies and that it and its employees will keep all license, permits, registration, authorization or certification required by applicable laws or regulations in full force and effect during the term of this contract. Failure of proposer to comply with this paragraph shall constitute a material breach of contract.

19. Addenda

The issuance of a written addendum is the only official method whereby interpretation, clarification, or additional information can be given. If any addenda are issued to this solicitation the City will attempt to notify all known prospective Proposers, however, it shall be

the responsibility of each Proposer, prior to submitting their response, to contact the City Manager at (407) 851-7730 to determine if addenda were issued and to make such addenda a part of their proposal. Addenda will be posted to the City's website.

20. Acceptance Period

Proposals submitted in response to this RFP must be valid for a period no less than ninety (90) days from the closing date of this solicitation.

21. RFP Conditions and Provisions

The completed and signed proposal (together with all required attachments) must be returned to City on or before the time and date stated herein. All proposers, by submission of a proposal, shall agree to comply with all of the conditions, requirements and instructions of this RFP as stated or implied herein. All proposals and supporting materials submitted will become the property of the City. Any alteration, erasure, or interlineations by the proposer in this RFP shall constitute cause for rejection. Exceptions or deviations to this proposal may not be added after the submittal date. All proposers are required to provide all information requested in this RFP. Failure to do so may result in disqualification of the proposal.

The City reserves the right to postpone or cancel this RFP, or reject all proposals, if in its sole discretion it deems it to be in the best interest of the City to do so.

The City reserves the right to waive any technical or formal errors or omissions and to reject all proposals, or to award contract for the items herein, in part or whole, if it is determined to be in the best interests of the City to do so.

The City shall not be liable for any costs incurred by the proposer in the preparation of proposals or for any work performed in connection therein.

25. Governing Law

Interested vendors will agree that agreements shall be governed by the laws of the State of Florida and the venue for any legal action will be Belle Isle, Florida.

26. Drug Free Workplace

The selected Proposer with whom an agreement will be negotiated will be required to verify they will operate a "Drug Free Workplace" as outlined in Florida Statute, Section 287.087.

27. Composition of Project Team

Firms are required to commit that the principals and personnel named in the proposal will perform the services throughout the contractual term unless otherwise provided for by way of a negotiated contract or written amendment to same executed by both parties. No diversion or substitution of principals or personnel will be allowed unless a written request that sets forth the qualifications and experience of the proposed replacement(s) is submitted to and approved by the City in writing.

28. Questions and Communication

All questions regarding the solicitation are to be submitted in writing to the City Manager, 1600 Nela Avenue, Belle Isle, Florida 32809, or email bfrancis@belleislefl.gov. All questions must include the inquiring firm's name, address, telephone number and RFP name and number. Questions must be received at least seven (7) calendar days before the scheduled solicitation opening. Oral and other interpretations or clarifications will be without legal effect. Any addendum necessary to answer questions will be posted to the City's website, and it is the Proposer's responsibility to obtain all addenda before submitting a response to the solicitation.

PROPOSAL SIGNATURE PAGE
LOCAL GOVERNMENT STRATEGIC PLANNING CONSULTANT

To: The City of Belle Isle, Florida

The below signed hereby agrees to furnish the proposed services under the terms stated subject to all instructions, terms, conditions, specifications, addenda, legal advertisement, and conditions contained in the RFP. I have read the RFP and all attachments, including the specifications, and fully understand what is required. By submitting this signed proposal, I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this proposal.

Proposal submitted by:

Name (printed) _____ Title _____

Company (Legal Registered) _____

Federal Tax Identification Number _____

Address _____

City/State/Zip _____

Telephone No. _____ Fax No. _____

Signature _____ Date _____

Addendum Acknowledgment - Proposer acknowledges that the following addenda have been received and are included in his/her proposal:

Addendum No. _____ Date Issued _____

Variances: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of RFP, attachments, or proposal pages. No variations or exceptions by the Proposer will be deemed to be part of the proposal submitted unless such variation or exception is listed and contained within the proposal documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your proposal complies with the full scope of this RFP.

Variances: _____

Staff Recommendation: Approve the RFP

Suggested Motion: I move that we approve the RFP for Strategic Planning Services and direct the City Manager to report back at a future meeting on the services and costs.

Alternatives: Do not publish the RFP

Fiscal Impact: \$10,000 - \$15,000 depending on the level of service

Attachments: RFP