

**CONSULTING PROPOSAL FOR FACILITATED STRATEGIC PLANNING SERVICES
FOR THE TOWN OF JUNO BEACH, FL
FROM SYNAESTHESIS, LLC dba COMMUNITY MARINE & WATER RESOURCE PLANNING
(James E. Karas) July 2024**

Scope of Work, Tasks and Fees

Strategic planning is a time-tested, valued management tool for municipalities, recognized by the International City/County Management Association and others.¹ Amid many competing priorities and challenges which far outpace resources, choosing the most pressing action strategies tests the capacity of local government leadership- especially for a small town like Juno Beach.

The Consultant (Karas) and client, Town of Juno Beach (TJB), enter into this agreement for professional strategic planning and facilitation services further described below. They are summarized as:

1. Discovery
2. Planning/Plan Synthesis
3. Plan Production and Adoption

The project tasks and deliverables are designed for completion by April 2025, which is useful for next year's budget-writing cycle.

A strategic plan should concisely present a shared vision and mission, narrowly selected goals, prioritized action strategies, and performance measures to pursue the vision. Priorities unique to TJB, a small Atlantic coastal community, may include such issues as: growth pressure and management, urban design, operational efficiencies and professionalism, civility, public safety, land and water resource use and preservation, intergovernmental relations.

To guide the process, Karas draws upon strategic planning expertise recognized by the Florida League of Cities, Group Facilitator Certification, a Master's Degree in City and Regional Planning, and other qualifications at: www.linkedin.com/in/jeakaras. In addition, his employment experience includes: Florida Legislature staff and local government lobbyist (12 years), South Florida Water Management District (8 years), marine planning and management (15 years); Adjunct Professor of Environmental Planning (3 years). Mr. Karas also brings local knowledge as a 15-year Treasure Coast Resident and Ex Officio Member of the South Florida Regional Planning Council.

Professional services, workshops, and meetings will observe and comply with any TJB, County, or State applicable COVID guidelines, ordinances, rules, etc. These may affect the workshop formats, location, and layout and may revert to virtual meetings should requirements dictate.

Task 1- Discovery: Current Conditions and Desires

Karas will research and assemble key challenges and opportunities (strengths, weaknesses, opportunities and threats) from various sources including public input, interviews, adopted plans, financial outlook, and key data (readily available or provided by TJB). He will correspond with partner or coordinating agencies or

¹ See #FLCitiesStrong Monthly Webinar Series September 2022 Edition (Webinar explaining applicability of strategic planning, Jim Karas, guest presenter.)

organizations to discern perspectives on strategic action priorities. With such input received, he will recommend agendas/approaches for the workshops which entertain the various ideas, criticisms, constraints and aspirations obtained from the various sources.

Plans and data to consider may include sources such as:

- Council Goals and Priorities (May 2024)
- Census or other demographic, tax and land valuation, or market trends
- Priorities from annual budgets or Capital Improvements Plans, and a budget/financial outlook for at least 5 years (including revenue and debt)
- County and TJB Comprehensive Plan including Evaluation and Appraisal Review, development trends; activity centers and urban designs (master plan)
- Select environmental conditions analyses such as sea level rise modeling, beach and erosion control, regional plans, marine planning or flooding analyses, future agency plans such as Florida Inland Navigation District.
- Intergovernmental relations issues or agreements

Interviews will be structured using a pre-approved outline, however can be freewheeling depending on interviewee desires. Karas will interview:

- Each Council member (one-on-one, preferably in-person scheduled on the same day). Before the interview and during project duration, Council members are encouraged to speak to constituent groups and staff with a focus on strategic plan components ranging from priority opportunities and challenges to vision and action strategies.
- Leadership staff in up to five sessions with key departments as agreed by the Manager and scheduled on the same day.

Public Outreach, as desired, is included in optional services (Task 6 below).

As also enumerated in the Fees and Services section below, deliverables will include:

- Interview outlines for Council members and staff.
- Based on research and interview results, recommended workshop approach including a detailed working agenda.
- Succinct statements of opportunities and challenges distilled and synthesized from plan documents and other research as well as interviews, to derive the strategic plan vision, mission, goals, or action strategies.
- In concert with TJB staff, decide on logistical arrangements for the workshops and hearings which accommodate Karas's desired format. including room layout, audio/visual, etc.

Task 2 - Workshop 1: Council (Vision Emphasis)

Karas will design and facilitate a retreat-style workshop for the TJB Council using a facilitation method known as "Nominal Group" to stimulate a collaborative, consensus-building, creative environment to redefine or validate TJB's shared strategic vision and mission, and ultimately the action strategies and plan. The method will include a version of the popular "Strengths, Weaknesses, Opportunities and Threats" process, and may also include future scenario planning in which key opportunities and challenges are reimaged. The workshop can also include group dynamics, leadership coaching, methods toward reaching consensus, etc.

The event will be conducted on one day following a detailed working agenda and working lunch if desired. The draft working agenda/itinerary will be provided for TJB's prior approval.

Logistics – The retreat-style workshop will be conducted at a suitable location mutually selected by TJB and Karas, which must have certain minimum accommodations for Karas's desired format. TJB will execute meeting announcement logistics including public notice. TJB may assist Karas with conduct of the meeting, meeting room set up and break down and other administrative details. TJB or retreat facility will provide a projector and presentation screen/area. Karas will supply a draft and final workshop agenda and schedule, meeting room desired layout sketch, workshop materials including handouts, ground rules, facilitation cards and supplies, "idea wall" workspace. Some workshop materials may be provided by TJB staff (handouts, office supplies, etc.), and TJB may provide printing or photocopying, graphics such as large-scale mounted maps, other meeting materials as agreed upon by TJB and Karas. In the event additional presentation items (i.e., large scale graphics, etc.) are deemed necessary and authorized by TJB; Karas may produce such items and be reimbursed for expenses.

As also enumerated in the Fees and Services section below, deliverables will include:

- A retreat workshop/session, not anticipated to last more than 6 hours. The venue and refreshments/working lunch if desired will be supplied by TJB.
- Small group visual presentation(s) as needed (i.e. PowerPoint summaries of desired items), exercise props such as idea cards, etc. TJB may provide briefing documents or presentation ready graphics for issues or topics desired.
- Karas will produce a meeting summary with possible follow-up action items and recommendations folded into an emerging plan draft however, will not supply meeting minutes. Therefore, (depending on complexity of final agenda and needs), TJB may assign TJB staff to serve as recorder to produce TJB-compliant meeting summary or minutes. Depending on agenda, TJB's staff person may also be asked to assist Karas during the workshop if rank scoring of goals, objectives, or strategies is conducted using a desired scoring method by tallying results using appropriate spreadsheet software and template supplied by Karas.

Task 3 - Workshop 2: Staff "Stand-up" Planning

Senior staff (Department Managers) will assemble to consider the results of the Council visioning workshop, and other desired inputs, with an emphasis on HOW to best achieve the Council's desired vision and goals through action strategies.

Karas will facilitate this approximately 4-hour session using a modified version of "Stand-up" action planning, thereby analyzing factors such as compliance with law and policy, cost estimates, financing methods and funding sources, ranking with timeline of completion, and staffing or partnerships. Critical analyses should include possible unintended consequences, potential outcomes, timelines, and performance measures (Key Performance Indicators or other desired).

As also enumerated in the Fees and Services section below, deliverables will include:

- Working session meeting agenda, and all other necessary meeting materials.
- Facilitate working session, including set up, recording results, and breakdown.
- Synthesize results into emerging draft plan, with detail including lead responsibility, adequate description of the action strategy adequate to draft a staff work plan, reasonable estimate of cost and if possible, resource/funding source, and schedule of completion.

Task 4 Compose and Present Recommended Strategic Plan at Council Public Hearing

Karas will assemble and synthesize all inputs including the two workshops to compose a recommended Strategic Plan document (electronic format) and present such plan at a public hearing before the Council. The emerging plan will include research on the various action strategies seeking sufficient background such as staffing needs, cost estimates/funding sources, partnerships, legality, etc. The Public Hearing requirements and logistics, such as announcements and public notice, will be performed by TJB.

The format of such document desired by TJB needs to be conveyed to Karas as soon as possible, and which may affect the estimated project budget, since desktop publishing, enhanced graphics, mapping, etc. are not included in this Proposal unless optional services are desired. An example of a basic format adapting a Gaant-style chart for a useful deliverable is provided in Appendix A, which provides action strategies by goal, and strives to answer the “who, how, how much, and when” of each action. While this format is time-tested among other clients, a simplified style may suffice so long as sufficient detail is presented to derive work plans (schedule, cost estimate, assigned staff or responsible party). The TJB should convey its intent to use the plan as a stand-alone policy document, or whether it would be subsumed within the budget, or Comprehensive Plan, or other mechanisms for implementation and periodic evaluation of progress.

As also enumerated in the Fees and Services section below, deliverables will include:

- Draft recommended Strategic Plan (electronic document); one round of edits which may result from public hearing
- Correspondence with staff, partner agencies, or other interested parties as needed to refine draft
- Presentation summary (PowerPoint format)

Task 5 – Council Adoption of Revised Strategic Plan

Karas will attend the Council meeting to serve as a resource for questions, clarifications, error/omissions, etc., however the plan presentation and adoption will be composed and led by staff.

Task 6 - Additional Services (Optional)

Outreach: To better discern the perspectives and ideas from residents and other interested parties, TJB will convey its desire to conduct either a group workshop or electronic survey. The input will parallel the strategic plan building blocks sought from Council members and Staff (vision, mission, opportunities and challenges, goals, strategic actions, performance measures).

- a. Workshop: If an in-person workshop is desired, Karas will employ the same “nominal group” technique as described above for other workshops.
- b. Survey: If an opinion survey is employed, Karas will supply the questionnaire as approved by TJB. Software to administer and tally results will be supplied by TJB (for example, Survey Monkey or Constant Contact).

Publishing: If a plan document is desired with explanatory graphics and key data, and other enhancements, Karas will collaborate with staff to enhance the final plan document using desktop publishing software (which may need to be acquired at cost); or may subcontract with a partner firm.

As also enumerated in the Fees and Services section below, deliverables will include:

- Lead facilitation of public workshop, or survey design and assistance with administration.
- Strategic Plan document enhanced with graphics and data, in electronic format using desktop publishing software.

Fees and Services, Expenses, Payment and Additional Services

The services and deliverables described in this agreement are limited to the deliverables described. Karas will remain as flexible as possible if services requested well exceed those described; additional services can be performed on an hourly rate basis through an addendum.

Minimal standard expenses such as limited copying and printing, and phone, are included in Professional Fees. Not included in fees are additional or exceptional expenses which are outside of this scope of work or additions to work schedule, such as duplication or printing in quantity, production of graphics (including large scale mapping or displays/mounting for large group viewing). In the event of such additional expenses, reimbursement from TJB is requested.

The professional fee for services is estimated not to exceed the task totals. "Not to exceed" means an estimate of maximum budget based on hours necessary. Karas will make every effort to complete the tasks in less hours to reduce the billed fee. Task budget balances are transferrable to another Task.

A rough estimate of the project schedule is 6-months, dependent upon optional services, client desire and event scheduling. The following table presents fees by task.

Strategic Plan Project Fees by Task		Hours	Fee Budget
	Description		
Task 1	Discovery: Public and interested party input, research, interviews, logistics		
	Staff interviews (including outline preparation and summary results)	8	\$1,040
	One-on-one interviews with five Council members (including outline preparation and summary results)	9	\$1,215
	Research and assemble key challenges and opportunities from various sources including adopted plans, interviews, key interest groups, financial outlook, and key data; arrange meeting logistics.	12	\$1,560
	subtotal	29	\$3,815
Task 2	Council Workshop- Vision and Goal Focus		
	Prepare workshop meeting materials in the form of idea cards for possible posting/discussion, detailed working agenda, PowerPoint meeting guide, possible handouts, graphics and/or maps, etc.	10	\$1,300
	Facilitate one workshop meeting, including set-up of "working blue wall" and materials, photo recording results, and break down	8	\$1,120
	Synthesize workshop results for partial plan drafting and preparation for subsequent staff workshop	7	\$910
	subtotal	25	\$3,330
Task 3	Action Strategies "Stand Up" Working Session with Staff		
	Prepare working session meeting materials in the form of idea cards for possible posting/discussion, detailed working agenda, PowerPoint meeting guide, possible handouts, graphics and/or maps, etc.	9	\$1,170
	Facilitate one working session using "stand up action plan" flipcharts/ table top plan layout and materials, photo recording results, and break down	7	\$980
	Synthesize results into emerging plan draft with detail as enumerated.	10	\$1,300
	subtotal	26	\$3,450
Task 4	Compose Recommended Strategic Plan and Present at Council Public Workshop or Hearing		
	Compose recommended strategic plan document, collaborating with staff for research of action strategies, and compose presentation for a council public workshop or hearing.	12	\$1,560
	Prepare PowerPoint and present the Plan at public workshop or hearing.	9	\$1,215
	Complete one round of relatively minor edits which may result from public workshop or hearing.	8	\$1,040
	subtotal	29	\$3,815
Task 5	Council Adoption of Revised Strategic Plan		
	Attend Council meeting for possible questions (Presentation by staff)	3	\$405
	subtotal	3	\$405
	TOTAL	112	\$14,815
Task 6	Additional Services (optional)		
	Organize and facilitate one public workshop seeking plan input; summarize results, or design a survey and evaluate results.	19	\$2,470
	Final Plan Document production assistance (graphics/desktop publishing with key data/insets)	10	\$1,350

Contractor Information

James E. Karas, Synaesthesia, LLC (Florida) dba Community Marine & Water Resource Planning Federal Tax ID (FEIN) - 542155703		Vendor # / Purchase Order # If applicable.
Business Address 5033 SE Bollard Ave. Stuart, FL 34997	Mailing Address P.O. Box 592 Port Salerno, FL 34992	Telephone # 772 341 0524
Contract (Amendment) Start Date: Upon Execution	Contract End Date: April 30, 2025 Termination by either party with 1 week notice	E-mail Address: Strategicplan2008@gmail.com
Fee Budget (not to exceed, excluding expenses)	Per project task	Account #: If applicable
Task and Fee 1. \$3,815 2. \$3,330 3. \$3,450 4. \$3,815 5. \$ 405 TOTAL \$14,815 Optional Services 1. \$2,470 2. \$1,350	Timely invoices (electronic only) according to percentage satisfactory completion of each task, and conveyance of deliverables. Please advise if TJB requires particular invoice format or other billing procedures.	

Signed Authorization by Client

Client must convey authorization to proceed on the additional items above as soon as possible in order to allow for timely completion. Authorization to Proceed is granted by the undersigned and authorized TJB representative:

Signature and Printed Name (Town of Juno Beach)

Date



James Karas, Community Marine & Water Resource Planning

15 July 2024
Date

Appendix A- Example of Strategic Plan Deliverable (Includes estimates of: who, what, when, how much)

Goal: Safe, Healthy, Resilient Riverfront Environment					When																		
Who	How - Ranked Action Strategy with anticipated cost and schedule.	YR/QTR	DURATION	PERCENT COMPLETE	Duration																		
					Calendar Year/ Quarter																		
					23		24			25			26		27			28					
					3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	#	21
PS	Expand Police Traffic Unit to meet growing demand, especially around hot spots like Roosevelt Bridge and East Ocean. \$300K annual, increasing to \$500K by Q2 2025	3	7	0%	3	4	5	6	7	8	9												
PS	Add 9 personnel to Fire Rescue Units to meet fast-growing demand, meet top level of service and ISO rating. \$750K over 4 years. 2023 thru 2026	3	14	0%	3	4	5	6	7	8	9	10	11	12	13	14	15	16					
PS	Complete Fire Station 3. \$4.5 M. Q2 2025 opening.	3	7	25%	3	4	5	6	7	8	9												
UTL, FIN	While finishing the reverse osmosis water plant (Q1 2024), forecast the overall potable water system needs (with costs) through buildout by updating – as required by the SFWMD and comprehensive plan - the required Water Supply Facilities Work Plan; includes injection well and distribution (piping) system reliability. Capital needs discovered by this plan process, plus the demand modeling, design engineering, and capital improvements can be funded through impact fees paid by new development, and a revenue bond (amount to be determined), with costs recovered through water rate payers (refer to prior bonds for precedent). Cost estimates in house. Water plant funded though awarded Federal grant. By Q4 2025	3	9	25%	3	4	5	6	7	8	9	10	11	12									
UTL, COM, FIN	Finish the Vulnerability Assessment (Q1 2024 - \$100K received) to formulate Adaptation Strategies (resulting program changes or other infrastructure projects) simultaneous with the Buildout Vision Charrette (Q2 2024- If done separately, outsource at \$30K); and identify failing or antiquated infrastructure and replacement or retrofit needs (stormwater, water and sewer; lift and pump stations, electric racks and lids). Capital needs discovered by this plan process, plus the demand modeling, design engineering, and capital improvements can be funded through additional grants, impact fees paid by new development, and/or revenue bond (amount to be determined), with costs recovered through water rate payers (refer to prior bonds for precedent).	3	4	20%	3	4	5	6	7	8	9												
UTL	Finish undergrounding utilities in downtown-Seminole and Osceola. CRA-\$3.5 M, Q3 2023 thru Q3 2025.	3	9	20%	3	4	5	6	7	8	9	10	11	12									
UTL	Finish "Sign up and Save" second half of septic to sewer conversion in remaining neighborhoods, however voluntary so uncertain attainment of objective. Cost estimate \$14 M paid back through user fees over multiple years. Q3 2023 - Q4 2025.	3	9	50%	3	4	5	6	7	8	9	10	11	12									
All	Implement Capital Fleet Improvement/Maintenance Plan, with police and fire highest priority, to keep the City's vehicle fleet performing efficiently and meet fast-growing demand. Timely replace a range of outdated, worn equipment including fire apparatus and trucks. \$700K annual Q4 2023 and continuing. PM Maintain top level of service, especially Insurance Services Office (ISO) rating for fire services.	4	25	10%		4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
UTL	Update and Implement the Stormwater Master Plan – to design and build infrastructure to mitigate three priority flooding challenges at NW Dixie, Mango Place, and Flamingo Pond; also retrofitting 30 baffle boxes in existing stormwater system. Q4 2023 thru Q 2025 Costs, respectively are \$600K, \$700K, \$400K, + ____?? = \$1.5 M ++ (funding source: ?)	4	5	25%		4	5	6	7	8	9	10	11	12									
UTL	Connect reclaimed water to serve historic downtown irrigation (Colorado Ave. to Osceola/ Delaware Commons) or other affordable connections. Cost and schedule TBD.	5	10	10%			5	6	7	8	9	10	11	12	13	14	15	16					