

MEETING DATE
1/21/2025

CITY OF LAKE CITY

Report to Council

COUNCIL AGENDA	
SECTION	
ITEM NO.	


SUBJECT: City of Lake City Strategic Plan

DEPT / OFFICE: Procurement/ City Manager

Originator: Angel Bryant		
City Manager	Department Director	Date
Don Rosenthal	Brenda Karr	01/08/2025
Recommended Action:		
Request approval to accept the lowest quote recieved from Serafin.		
Summary Explanation & Background:		
The City of Lake City has a current need for a Strategic Plan. 3 quotes were recieved for this with Serafin being the lowest proposal submitted.		
Alternatives:		
Not accept bid.		
Source of Funds:		
001.05.519-030.31		
Financial Impact:		
\$34,500. The current budget for this line item is set at \$30,000.00		
Exhibits Attached:		
Serafin Proposal, Quote Sheet		

**CITY OF LAKE CITY
QUOTE SHEET**

Print

		ITEM
		City of Lake City Strategic Plan
VENDOR	Serafin	PRICE
PHONE#		34,500
CITY/STATE	Chicago/IL	
CONTACT	Colleen Dudgeon	
VENDOR	ISuccess Consulting Inc.	
PHONE#		34,750
CITY/STATE	Atlanta, GA	
CONTACT	T'renne Smith	
VENDOR	Golden Shovel Agency	
PHONE#		
CITY/STATE	Little Falls, MN	
CONTACT	Marian Salazar	
NO QUOTE SUBMITTED. NON RESPONSIVE.		



Serafin.

Lake City, FL. Strategic Plan Proposal

Prepared for:

Don Rosenthal
City Manager

About Serafin

We are a full-service firm specializing in integrated communications management that extends each client's reach to key audiences and stakeholders, enhances and protects their brands and creates new opportunities to fulfill their missions. Our expertise includes message & media, image & reputation, and engagement & advocacy management. Serafin and Associates brings deep experience in collaborating with communities to uncover their unique resources, engage stakeholders, and craft comprehensive plans that drive sustainable growth and future development.

Objective

To craft a comprehensive strategic plan that identifies Lake City's vision and core mission for the future, ensuring sustainable growth and enhanced quality of life for its residents.

Our Approach

As a full-service integrated communications firm, we specialize in expanding reach, protecting brands, and creating new opportunities for our clients. Through expertise in message & media, image & reputation, and engagement & advocacy management, we will deliver a strategic plan tailored to the unique needs of Lake City.

The final strategic plan will serve as a roadmap to position Lake City for sustainable growth, economic vitality, and enhanced community well-being. It will empower decision-makers with actionable insights, forge stronger partnerships, and guide the city's progress toward its vision for the future.

Key Steps

- 1. Establish Priorities**
 - a. Define the city's core mission and vision.
 - b. Set strategic priorities to address current needs and future goals.
- 2. Connect Priorities to Funding and Operations**
 - a. Align strategic goals with available resources and operational capacity.
- 3. Develop a Decision-Making Guide**
 - a. Create a framework to support informed decision-making by city officials.
- 4. Review Existing Plans and Documents/Analyze Pertinent Materials**
- 5. Recommend Performance Measures**
 - a. Propose measurable outcomes to track the success of strategic initiatives.
- 6. Agree on a Workable Plan & Finalize Actionable Roadmap**

Community and Stakeholder Engagement

- **Input Gathering:** Host workshops and meetings with elected officials, staff, stakeholders, organizations, and community members to:
 - Identify target customers and core services.
 - Recognize strengths, challenges, and opportunities.
 - Establish shared guiding principles.
- **Public Participation:** Facilitate a dedicated “Day of Public Meetings” to ensure transparency and inclusivity.

Focus Areas

- 1. Economic Development**
 - a. Highlight Lake City as an ideal location for data centers, warehouses, and other industries.
 - b. Promote strategic partnerships to attract investment and drive innovation.
- 2. Affordable Housing**
 - a. Collaborate with the Housing Authority to identify solutions for housing affordability.
- 3. Safety and Community Engagement**
 - a. Foster a safer, more connected community through strategic initiatives.

The plan will include development of strategic priorities for economic development highlighting the Lake City area as the ideal location for data centers, warehouses, and other businesses. This plan will be the roadmap to foster strategic partnerships, innovation, safety and community engagement.

Key Objectives & Initiatives

1. Economic Development

Lake City Gateway Airport's strategic location, combined with its proximity to major highways like I-10 and I-75, offers unparalleled accessibility, making it an ideal hub for businesses seeking efficient transportation and logistics solutions.

Objective 1.1: Attract new businesses and investment

Partner with state and regional economic development organizations to promote Lake City as a transportation hub and business-friendly environment.

Leverage tax incentives and grants to attract industries such as logistics, and technology.

Research marketing campaign that would showcase Lake City's location near major highways and transportation hubs.

Objective 1.2: Promote workforce development

Partner with local schools and colleges to create job training programs aligned with growing industries.
Offer incentives for businesses that provide internships and apprenticeships to local students.

2. Public Safety & Reputation

Objective 2.1 Address Critical Reputation Issue

Gather accurate, recent data points from local law enforcement and independent crime statistics databases. Showcase improvements, highlighting areas with reduced crime and growing community safety measures.

3. Community and Social Development

Objective 3.1: Increase affordable housing availability

Partner with developers to incentivize the construction of affordable housing units. Develop mixed-use neighborhoods that include commercial spaces, parks, and accessible housing.

Objective 3.2: Enhance educational opportunities

Partner with local schools and colleges to improve career-focused education in STEM and vocational training.
Support after-school programs and community learning centers that offer enrichment and job skills training.

4. Tourism

Objective 4.1: Promote natural and historical attractions

Develop tourism campaigns highlighting the Ichetucknee Springs State Park, Osceola National Forest, and the Suwannee River.
Create new historical and cultural trails celebrating Lake City's history and its role in Florida's development.

Objective 4.2: Increase events and festivals

Expand existing events like the Olustee Battle Festival and add new annual events centered around local culture, music, and food.
Collaborate with local artists and cultural groups to create public art installations and cultural programs.

5. Sustainability and Environmental Stewardship

Objective 5.1: Implement green infrastructure

Incorporate green technologies, such as solar power in public buildings and energy-efficient street lighting.
Support community-driven initiatives like urban gardening, recycling programs, and tree-planting projects.

Objective 5.2: Protect natural resources

Work with environmental groups to preserve local ecosystems, especially near Lake DeSoto and Ichetucknee Springs.

Develop sustainable water management policies to protect water sources from pollution and overuse.

6. Implementation & Accountability

Timeline: Establish a phased approach to implementing key projects, with quarterly progress reviews.

Partnerships: Collaborate with local, state, and federal agencies, private sector businesses, and community organizations.

Funding: Utilize a mix of government grants, public-private partnerships, and local tax revenues to finance projects.

Public Safety & Engagement: Hold regular town hall meetings and create an online platform where residents can provide feedback and monitor progress.

Metrics for Success:

Increase in job creation and new business

Improved infrastructure ratings and resident satisfaction.

Growth in tourism revenues and attendance at local events.

This project has an estimated cost of \$30,000 excluding travel expenses not to exceed \$4,500. \$10,000 due upon contract signing, \$10,000 due mid-project and \$10,000 due on completion. Timeline plan will be initiated as soon as contract is executed.

Timeline

Proposed Timeline:

- What is the start date?
- What is the expected completion date?
- What is the timeline (4 months)?
 - **Week 1–4:** Project kickoff, data collection, and stakeholder interviews.
 - **Week 5–8:** Facilitate workshops and analyze findings.
 - **Week 9–12:** Create the first draft and review with city leadership.
 - **Week 13–16:** Finalize and present the strategic plan.
 - **Note:** The timeline is flexible and can be adjusted based on city priorities and deadlines.

Budget

Proposed Fee Structure:

- Flat fee for full project: \$ (What is the budget for the total project)

City Responsibilities

- Provide access to relevant documents, data, and existing plans.
- Designate a project lead or committee for approvals and coordination.
- Assist with community engagement activities, such as publicizing surveys or forums.

Assumptions

- The city will provide timely feedback on drafts and deliverables.
- Stakeholders will be available for interviews or workshops as scheduled.
- All optional services not selected will be excluded from the final scope and budget.

Cost Proposal for Strategic Planning Services

Submitted to:

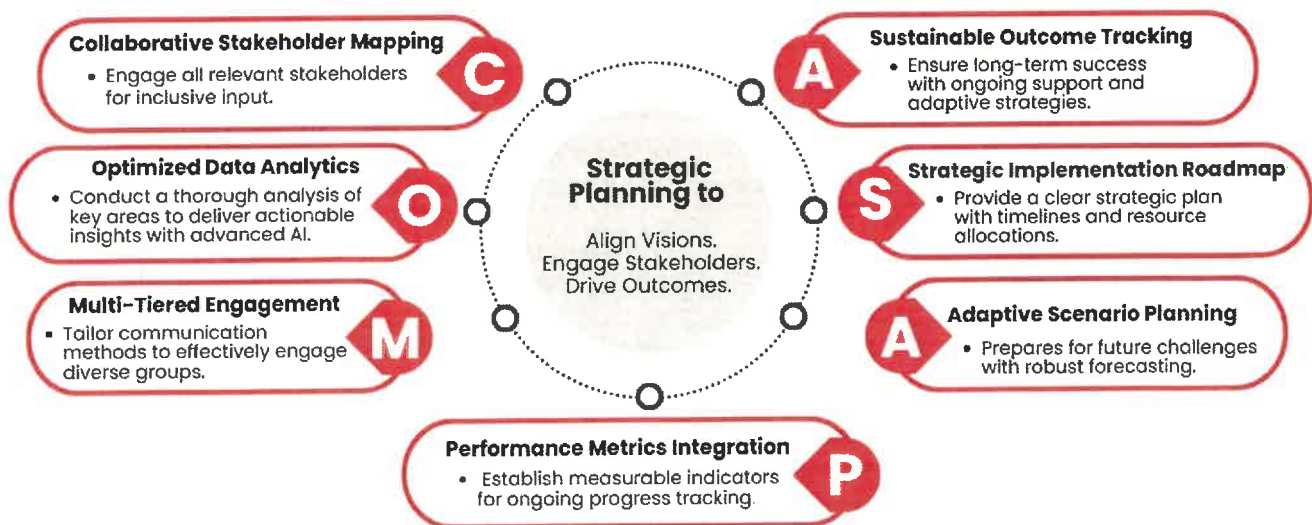
City of Lake City
 Attention: Procurement Department
 205 N Marion Ave
 Lake City, FL 32055

Date Submitted: December 19, 2024
 Proposal is valid for 60 days.

Executive Summary

This proposal outlines iSuccess Consulting’s approach to delivering a comprehensive strategic plan for the City of Lake City. Leveraging over 30 years of experience and our proprietary **C.O.M.P.A.S.S.™ Framework**, we provide municipalities with actionable, outcome-driven plans that align visions, engage stakeholders, and achieve measurable success.

C.O.M.P.A.S.S.™ Comprehensive Organizational Management Planning and Strategic System



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Key Highlights of Our Proposal:

- A clearly defined 16-18 week project timeline, starting January 6, 2025.
- Proven success in working with municipalities (e.g., Town of Ashland, City of Lovejoy, Tualatin Valley Water District).
- Flat fee of **\$34,750**, inclusive of all deliverables and services outlined in the scope of work.

About iSuccess Consulting, Inc.:

A strategic plan is more than a document—it’s a city’s vision turned into actionable outcomes. With more than three decades of expertise, iSuccess Consulting is uniquely positioned to help the City of Lake City create a roadmap that fosters economic growth, community engagement, and operational excellence.

iSuccess Consulting, Inc. specializes in strategic planning, organizational development, and leadership training, serving municipalities, corporations, government agencies, and universities. With over three decades of experience, we have developed plans that:

- **Improve operational efficiency** by 20% in the first year.
- **Increase stakeholder satisfaction** by 30%.
- **Achieve strategic objectives** 15% faster through measurable KPIs.

Our competitive edge includes a proven methodology, tailored engagement processes, and an unmatched commitment to delivering actionable results.

We have a proven track record of delivering innovative, actionable solutions that drive measurable results and long-term success for our clients. With a commitment to excellence, **we have a 100% project completion rate and consistently achieve 99% customer satisfaction** across all engagements.

Our clients benefit from:

Dedicated Project Teams:	<ul style="list-style-type: none"> • Each project is supported by a dedicated project manager, principal consultant, lead consultants, data analyst, and an administrative team to ensure expert guidance at every step.
Advanced Project Management Tools	<ul style="list-style-type: none"> • We use Monday.com to provide a seamless project management experience, offering real-time updates, milestone tracking, and clear communication.
Financial Stability	<ul style="list-style-type: none"> • As a fiscally and financially solvent organization, we guarantee our ability to deliver on all contractual obligations.
Outcome-Focused Approach	<ul style="list-style-type: none"> • We prioritize delivering projects on time, within budget, and with measurable results that align with client goals.

Proven Methodology:	<ul style="list-style-type: none"> • Our proprietary C.O.M.P.A.S.S.™ Framework ensures stakeholder alignment, actionable strategies, and quantifiable outcomes.
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At iSuccess Consulting, we are deeply invested in our clients’ success and remain a trusted partner by consistently exceeding expectations, ensuring seamless execution, and delivering results that matter.

Purpose of the Strategic Plan

To develop a **comprehensive 3-Year strategic plan** for the City of Lake City that aligns with the city’s priorities and provides a roadmap to:

- Foster **economic development and business growth**, leveraging Lake City’s infrastructure (interstates, railways, municipal airport).
- Enhance **infrastructure sustainability** and public safety preparedness.
- Strengthen **community engagement** through inclusivity, tourism, and educational initiatives.
- Improve **city operations** and organizational efficiency.
- Address **affordable housing** challenges.

Economic Development and Business Growth in Lake City

iSuccess Consulting recognizes Lake City’s unique advantages as a potential hub for economic development and innovation. Through our strategic planning process, we will provide comprehensive **strategic recommendations** designed for implementation by city staff. Our approach will include collaboration with key personnel, feedback from community input, benchmarking of similar cities, and targeted strategies to attract investments, foster innovation, and support long-term economic growth.

1. Developing a Comprehensive Economic Development Strategy

We will work closely with city leadership and key personnel to craft an economic development strategy that positions Lake City as a competitive and attractive location for new and expanding businesses.

The Strategy Will Include:

Target Industry Analysis	<ul style="list-style-type: none"> • Identify and prioritize industries that align with Lake City’s strengths (e.g., data centers, logistics, advanced manufacturing).
Value Proposition Development	<ul style="list-style-type: none"> • Highlight Lake City’s transportation infrastructure (I-10, I-75, railways, municipal airport) and proximity to major Southeastern markets.
Regional Marketing Recommendations	<ul style="list-style-type: none"> • Provide strategic guidance for promoting the city as a prime destination for investment and business expansion.

Input Sources:

- Feedback from stakeholder interviews and community surveys.
- Comparative analysis of strategies used by benchmark cities with similar assets.

2. Attracting Data Centers and Technology Companies

Lake City’s infrastructure and low operational costs make it an ideal location for data centers and technology-driven businesses. We will provide recommendations to position the city as a leader in these industries.

The Strategy Will Include:

Site Identification	<ul style="list-style-type: none">• Suggestions for land parcels and zoning updates to support data center development.
Incentive Programs	<ul style="list-style-type: none">• Recommendations for competitive incentives, such as tax abatements and reduced energy costs, to attract data centers.
Public-Private Partnerships	<ul style="list-style-type: none">• Guidelines for engaging technology companies and utility providers to enhance digital infrastructure.

Input Sources:

- Best practices from successful data center hubs in benchmark cities.
- Community input to identify opportunities for collaboration.

3. Leveraging Transportation Infrastructure to Attract Warehousing and Logistics Businesses

Lake City’s access to two major interstates, two railways, and a city-owned municipal airport positions it as an ideal logistics and warehousing hub.

The Strategy Will Include:

Marketing the City’s Connectivity	<ul style="list-style-type: none">• Recommendations for promoting Lake City’s strategic location to logistics companies and supply chain operators.
Infrastructure Improvement Recommendations	<ul style="list-style-type: none">• Suggestions for enhancing transportation networks to support increased freight and warehousing activity.
Land Use Planning	<ul style="list-style-type: none">• Identification of underutilized land suitable for industrial development and suggestions for zoning updates.

Input Sources:

- Benchmarking against cities with established logistics hubs.
- Feedback from local businesses and community leaders.

4. Attracting Investments and Driving Innovation

We will deliver strategic recommendations to position Lake City as a regional leader in innovation and entrepreneurship, with a focus on attracting private investments and fostering innovation.

The Strategy Will Include:

Innovation Ecosystem Development	<ul style="list-style-type: none">• Recommendations for partnerships with local universities and research organizations to foster innovation hubs.
Investment Attraction Campaigns:	<ul style="list-style-type: none">• Guidance for hosting summits to attract investors and showcase Lake City’s potential.
Grant and Funding Opportunities	<ul style="list-style-type: none">• Identification of state and federal grants to support infrastructure development and business growth.

Input Sources:

- Survey responses and feedback from community engagement sessions.
- Examples from benchmark cities that have successfully attracted innovation-driven investments.

5. Supporting Small Business Growth and Workforce Development

We will provide strategic recommendations to strengthen Lake City’s small business community and workforce readiness, ensuring local economic sustainability.

The Strategy Will Include:

Small Business Support Programs	<ul style="list-style-type: none">• Suggestions for initiatives that provide training, mentorship, and access to funding for local entrepreneurs.
Workforce Training Programs	<ul style="list-style-type: none">• Recommendations to collaborate with educational institutions and workforce agencies to align training with industry needs.
Tourism and Retail Growth Strategies	<ul style="list-style-type: none">• Guidance for leveraging the city’s historical and cultural assets to attract tourism and retail investments.

Input Sources:

- Insights gathered from small business owners and residents during public forums.
- Benchmark data from cities with successful small business and workforce development programs.

6. Capitalizing on Lake City’s Existing Assets

Municipal Airport	<ul style="list-style-type: none">• Provide recommendations to promote the airport for logistical and aviation-related businesses.• Suggest partnerships with aviation maintenance and repair companies
Interstates I-10 and I-75	<ul style="list-style-type: none">• Recommend marketing Lake City as the “Gateway to the Southeast” for businesses reliant on highway transport.• Offer strategies to highlight the cost and time-saving benefits of the city’s location.
Railways	<ul style="list-style-type: none">• Provide guidance on leveraging partnerships with rail companies to develop an intermodal freight hub.• Recommend strategies to attract industries that depend on rail logistics, such as manufacturing and agriculture.

Strategic Planning Process Highlights

1. **Collaboration with Key Personnel:** Throughout the process, we will work closely with city leadership and department heads to ensure our recommendations are feasible and aligned with Lake City’s capabilities and vision.
2. **Community Feedback:** Incorporate insights from surveys, focus groups, and public forums to ensure the plan reflects the priorities of Lake City’s residents and businesses.
3. **Benchmarking Against Similar Cities:** Analyze best practices and successes from cities with similar assets and challenges to guide strategic recommendations.

Expected Quantifiable Outcomes from the Plan:

- **New businesses** relocating or expanding in Lake City within five years.
- **Jobs created** in logistics, technology, and manufacturing sectors.
- **Private investments** attracted within three years.
- **Increased tax revenue** to fund infrastructure improvements and public services.

Scope of Work and Deliverables

Purpose of the Strategic Plan: To develop a 3 year strategic plan that guides Lake City's growth and prioritizes economic development, infrastructure improvement, public safety, and community engagement.

Step 1: Assessment and Research (Weeks 1–8)

- Review documents, reports, and plans provided by the city.
- Conduct **10+ stakeholder interviews** via virtual focus groups.
- Distribute an online **community survey** (targeting 250+ participants).
- Facilitate **virtual public forum** for feedback.

Deliverables: Stakeholder Engagement Summary Report, Community Survey Report.

Step 2: Visioning and Strategy Development (Weeks 5–8)

- Facilitate a 60-90 minute **virtual leadership workshop** to refine the city's vision and mission.
- Conduct a **SWOT analysis**.
- Identify **3–5 strategic priorities**.

Deliverables: Vision and Mission Statements, SWOT Analysis Document, Strategic Priorities Framework.

Step 3: Plan Development (Weeks 9–12)

- Draft the strategic plan, including:
 - Vision, Mission, and Values.
 - Strategic Goals and KPIs.
 - Implementation Roadmap.
- Conduct **review session** with leadership.

Deliverables: Draft Strategic Plan.

Step 4: Finalization and Presentation (Weeks 13–16)

- Finalize the plan based on stakeholder feedback.
- Deliver the plan in digital formats.
- Present findings to city leadership.

Deliverables: Final Strategic Plan Document, Presentation Materials.

Data security measures:

- 256-bit encryption for all digital files
- Multi-factor authentication for accessing project data
- Regular security audits and updates

Deliverable format:

- Final strategic plan: 1 digital copy (PDF) and (DOC)
 - Presentation materials: PowerPoint and PDF formats
 - All other reports: Digital copies in PDF format
-

Timeline and Resources

Potential Start Date: Week of January 6, 2025.

Completion Date: 16 – 18 weeks from start.

Detailed Timeline:

- **Weeks 1–8:** Project kickoff, data collection, stakeholder interviews.
- **Weeks 5–8:** Workshops, SWOT analysis, and strategic prioritization.
- **Weeks 9–12:** Draft creation and review.
- **Weeks 13–18:** Finalization and presentation.

Contingency plan:

- Two-week buffer built into the timeline for unforeseen circumstances
- Monthly progress reports to identify and address potential delays early

Team composition:

- 1 Project Manager (full-time)
- 1 Principal Consultant (part-time)
- 1 Senior Consultants(part-time)
- 1 Data Analyst (part-time)
- 1 Administrative Assistant (part-time)

Key personnel availability:

- Project Manager and Senior Consultants available 100% for duration of project
 - Backup consultant identified in case of emergency
-

Legal and Compliance

Insurance:

- Professional Liability Insurance: \$2 million per occurrence
- General Liability Insurance: \$1 million per occurrence

Confidentiality:

- All city data and information will be treated as confidential
- Non-disclosure agreement to be signed before project commencement

Intellectual Property:

- All deliverables and final strategic plan will be the sole property of the City of Lake City
-

Pricing and Payment

- **Total project cost:** \$34,750
- **Monthly invoice amount:** \$8,687.50 for 4 months
- **Payment terms:** Net 30

Additional costs:

- **Travel expenses (if required):** Billed separately once approved, not to exceed \$3,000 for the entire project
- **Extra meetings beyond scope:** \$250 per hour, subject to prior approval

Hour allocation:

- **Assessment and Research:** 60 hours
- **Visioning and Strategy Development:** 35 hours
- **Plan Development:** 30 hours
- **Finalization and Presentation:** 14 hours
- **Total Hours:** 139

Change request process:

- All change requests must be submitted in writing
 - Impact assessment provided within 5 business days
 - Implementation upon mutual agreement and written approval
-

Performance Metrics

Key Performance Indicators (KPIs):

1. On-time delivery of all project milestones
2. 90% or higher stakeholder satisfaction rate
3. 15-25% community survey participation rate
4. 100% completion of planned interviews and workshops

Performance review process:

- Monthly progress meetings with city leadership
 - Monthly written reports detailing progress against KPIs
-

Past Performance

(References available upon request)

Town of Ashland (Ashland, Massachusetts)

- **Scope:** Developed a 5-year strategic plan for economic development and sustainability.
- **Outcome:** 20% increase in operational efficiency and 25% improvement in resident satisfaction.
- **Deliverables:** Comprehensive plan, public engagement summary, and implementation roadmap.

City of Lovejoy (Atlanta, Georgia)

- **Scope:** Created a 3-year roadmap focusing on public safety and inclusivity.
- **Outcome:** 30% improvement in safety metrics and 20% rise in stakeholder engagement.
- **Deliverables:** Strategic priorities framework and implementation metrics.

Tualatin Valley Water District (Beaverton, Oregon)

- **Scope:** Delivered an infrastructure sustainability plan.

- **Outcome:** Reduced costs by 15% and enhanced sustainability initiatives by 20%.
- **Deliverables:** Sustainability plan, cost-saving recommendations, and stakeholder engagement report.

Risk Mitigation Strategy

Potential Risks	Mitigation Plan
Stakeholder Resistance	Conduct collaborative workshops to build consensus and ensure alignment.
Limited Community Engagement	Utilize multiple outreach methods (online, in-person) and incentivize participation.
Data Gaps	Supplement with third-party research and leverage AI tools for predictive insights.

Proprietary Methodology: C.O.M.P.A.S.S.™ Framework

Our C.O.M.P.A.S.S.™ Framework ensures measurable outcomes that drives every phase of our strategic planning process, ensuring measurable success. Our client results include:

1. **Collaborative Stakeholder Mapping:** 30% improvement in stakeholder satisfaction.
2. **Optimized Data Analytics:** 20% increase in operational efficiency.
3. **Multi-Tiered Engagement:** Greater participation in outreach initiatives.
4. **Performance Metrics Integration:** 15% boost in achieving strategic objectives.
5. **Adaptive Scenario Planning:** Improved resilience across city operations.
6. **Sustainable Outcome Tracking:** Enhanced long-term success.

Conclusion

iSuccess Consulting is committed to delivering a strategic plan that aligns with the City of Lake City's goals and fosters sustainable growth. With our extensive experience, proprietary methodology, and focus on measurable outcomes, we look forward to collaborating with your team to achieve transformational results.

Submission Contact

For questions or additional information:

T. Renee' Smith

Principal, iSuccess Consulting

E-Mail: trenee@isuccessconsulting.com

Cell: (404) 956-1542

Office: (404) 592-2777 Ext. 101

Fax: (404) 592-2778

5829 Campbellton Road, SW

Suite 104-205

Atlanta, Georgia 30331

Satellite Offices

Charlotte, NC ● Portland, OR



Statement of Work Sample Draft

Purpose of the Strategic Plan

To develop a comprehensive strategic plan that aligns with the City of Lake City's priorities and guides its growth and development over the next (3/5/10 years). The strategic plan will provide a roadmap to achieve sustainable growth, enhance operational efficiency, and foster community engagement.

Assumptions:

- The purpose of the strategic plan may focus on one or more of the following areas:
 - Economic development and business growth
 - Infrastructure improvement and sustainability
 - Enhancing public safety and emergency preparedness
 - Community engagement and inclusivity
 - City operations and organizational efficiency
 - Other: (Specify)

Scope of Work

1. Assessment and Research

- Review existing documents, plans, and reports provided by the city.
- Conduct stakeholder interviews to gather input from city leadership, staff, and key community representatives.
- Facilitate surveys, focus groups, or public forums (select any or all) to engage the broader community.

2. Visioning and Strategy Development

- Facilitate workshops with city leadership to define or refine the city's vision, mission, and core values.

- Perform a SWOT analysis to identify strengths, weaknesses, opportunities, and threats.
- Define strategic priorities and develop actionable goals and initiatives.

3. Plan Development

- Create a draft strategic plan, including the following sections:
 - Executive Summary
 - Vision, Mission, and Core Values
 - Strategic Priorities
 - Goals, Objectives, and Key Performance Indicators (KPIs)
 - Implementation Roadmap with timelines and responsibilities
- Revise the draft based on feedback from city stakeholders.

4. Final Plan and Presentation

- Deliver the final strategic plan in print and digital formats.
- Conduct a formal presentation to city leadership and other stakeholders as needed.

Deliverables

- Stakeholder Engagement Summary Report
- SWOT Analysis Document
- Draft and Final Strategic Plan Document
- Implementation Roadmap
- Presentation Materials (PowerPoint or PDF)

Optional Deliverables (Select or cross out as needed):

- Community Survey Results Report
- Facilitated Public Forums or Focus Groups
- Post-Project Implementation Support