



INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION
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icma.org

February 14, 2022

Alfred Jerome Fletcher II
City Manager, City of North Port
City Hall, Third Floor
4970 City Hall Boulevard
North Port, FL 34286
Phone: 941-429-7076
Email: jfletcher@cityofnorthport.com

Subject: Strategic Plan Implementation Strategy for the City of North Port, Florida
Capstone 2022, Leadership ICMA

Dear Mr. Jerome Fletcher:

It was the pleasure of this Leadership ICMA Consulting Team to read and respond to your proposal for assistance with implementation of the City's new Strategic Plan. Thank you for taking the time to speak with the Team to clarify and confirm your proposal.

The Leadership ICMA Capstone program has developed the above referenced proposal in response to the request for assistance received from the City of North Port Florida. Acceptance of this letter proposal constitutes the contract between International City/County Management Association (ICMA) and the City of North Port Florida. This letter is inclusive of ICMA's General Provisions found in Attachment A and the proposal presented in Attachment B Scope of Work. This proposal will be effective until June 30, 2022.

The following Capstone participants shall implement the Capstone Project:

- Sarah Ott, Chief Strategy Officer, City of Davenport, IA
- Kristin Smith, Assistant City Manager, City of Sandy Springs, GA
- Adam Lincoln, Deputy City Manager, City of Pasco, WA
- Stacie Pratschner, Community Development Director, City of Blaine, WA

Purpose

The purpose of the Capstone Project is to provide assistance to the City of North Port for implementation of their Strategic Plan. This includes identifying data metrics to quantify progress made towards strategic goals and the creation of a community engagement strategy to promote transparency to the North Port community.

Fee for Service & Payment Schedule

ICMA's fee for implementing the Capstone described in Attachment B is \$7,000 (Fixed Price) plus travel and lodging as cost reimbursement not to exceed \$10,000. ICMA shall invoice for 50 percent of payment upon contract signature (\$3,500) and 50 percent upon delivery of the final written report Strategic Plan Implementation Strategy for the City of North Port, Florida (\$3,500).

Period of Performance

The work may begin upon receipt of this countersigned letter confirming acceptance. The end date is June 15, 2022.

We look forward to a favorable response and to a mutually successful working relationship. Please address any contractual questions to Nedra James at njames@icma.org.

Sincerely,
Leadership ICMA Team

Accepted for the City of North Port Florida by:

Signature Date

Print Name: _____

Print Title: _____

Attest

Heather Taylor, MMC
City Clerk

Approved as to Form and Correctness

Amber L. Slayton
City Attorney

Approved for ICMA by:

DocuSigned by:
Sabina Agarunova 2/15/2022

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Sabina Agarunova, Chief Financial Officer Date



Attachment A – ICMA General Provisions

1. **Indemnification.** The City of North Port Florida agrees to defend, indemnify and hold harmless ICMA and its officers, directors, employees, agents, affiliates and contractors from and against all claims, actions, causes of action, or liabilities, including reasonable attorneys' fees, arising out of or resulting from the negligence or willful misconduct of City of North Port Florida pursuant to the performance of its obligations under this Agreement. City of North Port Florida also agrees to defend, indemnify and hold harmless ICMA from any liability resulting from any claim, action or cause of action, which may be asserted by third parties arising out of the negligence or willful misconduct of City of North Port Florida pursuant to the performance of this Agreement.
2. **No Use of ICMA Name.** The City of North Port Florida agrees not to use the names, logos or any other marks owned by or associated with ICMA for marketing or advertising purposes, or on any form of publicity (including in the City of North Port Florida's publicly distributed materials, on the City of North Port Florida's Web site or in any of City of North Port Florida's other promotional materials) without the prior written consent of ICMA in each instance.
3. **Termination.** The City of North Port Florida has no right to cancel or terminate this Agreement. City of North Port Florida may not make any changes to the terms of this Agreement without the written consent of ICMA. If the City of North Port Florida is unable to accommodate any of the items agreed to in this Agreement, such action constitutes a breach of the City of North Port Florida's obligations to ICMA and ICMA would be harmed. At such time, ICMA will be entitled to pursue all legal remedies for any damages it incurs from such action.
4. **Compliance with Law.** The City of North Port Florida shall be responsible for compliance with all applicable Federal, State and local law.
5. **Insurance.** The City of North Port Florida and ICMA shall maintain at its own expense all insurance which is reasonably necessary to cover its obligations and liabilities under this Agreement.
6. **Dispute Resolution.** In the event of a dispute between the Parties arising out of or related to this Agreement the Parties shall set up an initial negotiation meeting to negotiate, in good faith, a settlement of the dispute. If, within sixty (60) days after such meeting, the Parties have not succeeded in settling the dispute, the Parties may avail themselves of any other available legal rights or remedies available. Nothing in this Agreement shall be deemed to affect the rights, privileges, and immunities of the City of North Port, Florida as set forth in Florida Statutes Section 768.28.
7. **Governing Law.** The City of North Port, Florida and ICMA agree to remain silent on governing law.
8. **Non-Discrimination.** The City of North Port, Florida does not discriminate on the basis of race, color, national origin, sex, age, disability, family, or religious status in administration of its programs, activities, or services. ICMA shall not administer this Agreement in an unlawfully discriminatory manner, nor deny participation in or the benefits of same to any individual based on that individual's race, color, national origin, sex, age, disability, family or religious status, marital status, sexual orientation, gender identity or expression, or physical characteristic.

Attachment B – Scope of Work
Capstone Proposal “Strategic Plan Implementation Strategy for the City of North Port, Florida”

Problem Statement

The City of North Port, Florida, is looking to build community trust and confidence in local City leadership through the adoption and implementation of a strategic plan. The strategic plan will help City leadership communicate with the community how budget priorities align to strategic goals and provide accountability in progress made towards these goals. North Port has hired a consultant to assist the City Commission and staff in creating a strategic plan and is looking for assistance from the Leadership ICMA consultant team for plan implementation and public engagement strategy.

Assistance requested for implementation includes identifying data metrics to quantify progress made towards strategic goals and the creation of a community engagement strategy to promote transparency to the North Port community of the strategic plan.

Project Team

- Sarah Ott, Chief Strategy Officer, City of Davenport, IA - Primary Point of Contact
- Kristin Smith, Assistant City Manager, City of Sandy Springs, GA - Internal Project and Quality Control Manager
- Adam Lincoln, Deputy City Manager, City of Pasco, WA - Performance Metrics Manager
- Stacie Pratschner, Community Development Director, City of Blaine, WA - Community Engagement and Communications Manager

Work Plan

Successful completion of the following work plan will result in a final report to the City of North Port, FL that will include the following two recommendations: 1) A comprehensive review of proposed performance metrics to measure the City’s success in implementing their new Strategic Plan; and 2) delineation of a community engagement plan to introduce the new Strategic Plan and its performance metrics to the citizens of North Port.

The following actions comprise the scope of the work plan:

- Harmonize performance metrics (“metrics”) with the City’s updated Strategic Plan.
 - Work with City leadership to inventory the currently-adopted metrics and any available data resulting from the use of those metrics;
 - Evaluate the utility of both the current and proposed metrics in measuring the success of the City in implementing the updated Strategic Plan; and
 - Subsequent to that evaluation, recommend a final list of metrics that will edify the goals and policies of the Strategic Plan.

- Develop a community engagement strategy in concert with the City’s PIO to introduce the public to the updated Strategic Plan.
 - Evaluate if City’s current use of OpenGov software can effectively disseminate the Plan and it’s metrics to the public: if not, propose an alternative format; and
 - Subsequent to identifying the best format, determine the appropriate graphical representations for visualizing the data contained within each category of the Strategic Plan.
 - Identify appropriate digital and social media communication plan
- Submit the draft recommendations to the client for their review and comment.
- Submit and present final recommendations to the City leadership.

Role of the Leadership ICMA Team

- Respond to requests, questions, and correspondence within 72 hours
- Provide project updates bi-weekly or as needed
- Execute the Work Plan within the allotted time frame

Role of the City of North Port

- Provide any materials or documentation relevant to the City’s Strategic Plan and Performance Metrics
- Provide space for the Leadership ICMA Team during the onsite visit(s)
- Coordinate the interview schedule of key stakeholders during the site visit(s)
- Reimburse the Leadership ICMA team for travel, lodging, meals, and other related expenses
- Respond to requests, questions, and correspondence within 72 hours

Schedule and Deliverables

Deliverable	Date
Virtual Meeting to Validate Scope	February 7-11, 2022
Initial Site Visit (or virtual meetings)	Feb. 24 - March 4, 2022
Preliminary Assessment and Findings	Mid-March, 2022
Virtual Meeting to review Preliminary Assessment and Findings	Late-March, 2022
Draft report	Mid-April, 2022
Virtual Meeting to review Draft Report	Early-May, 2022

Final Report	Mid-May, 2022
Submit Presentation for Client review	Late-May, 2022
Presentation site visit	Early-June, 2022

Project Management

The Project Team will have bi-weekly virtual meetings to track performance on project schedule and deliverables. As requested, the Project Team will have bi-weekly, virtual meetings with the Client.

Sarah Ott, Chief Strategy Officer

City of Davenport, IA
226 W. 4th St.
Davenport, IA 52801

Cell: (563) 554-7440

Email: sarah.ott@davenportiowa.com

Education:

Bachelor of Arts: Economics and Geography
Carthage College
Kenosha, WI

Master of Geography- Community Development
Western Michigan University
Kalamazoo, MI



Sarah Ott serves as the Chief Strategy Officer for the Davenport, IA. She previously served as the Assistant to the City Administrator and Economic Development Coordinator for the City. In her current role, Sarah oversees a cross-departmental communications team and is also responsible for the implementation of large strategic initiatives of the City Council. Sarah works with a variety of external stakeholders on behalf of the City to ensure community organizations are also aligned to project goals and objectives of the City. She is a member of the Leadership-ICMA cohort class of 2022.

Kristin Smith, Assistant City Manager

City of Sandy Springs, GA
1 Galambos Way
Sandy Springs, GA 30328

Cell: (770) 375-1050

Email: Kristin.Smith@SandySpringsGA.gov

Education:

Bachelor of Science: Public Policy
Georgia Institute of Technology
Atlanta, GA

Master of City and Regional Planning

Georgia Institute of Technology
Atlanta, GA



Kristin Smith serves as the Assistant City Manager for the City of Sandy Springs, Georgia. She previously served as the Assistant to the City Manager, focused on research and special project management. Prior to her roles in the City Manager’s Office, Kristin served as a long-range planner for the City of Sandy Springs, focused on the Next Ten Comprehensive Plan. Kristin received her American Institute of Certified Planners certification from the American Planning Association in 2020. She is a member of the Leadership-ICMA cohort class of 2022.

Adam Lincoln, Deputy City Manager

City of Pasco, WA
525 3rd Ave
Pasco, WA 99301

Cell: (509) 380-2695

Email: lincolna@pasco-wa.gov

Education:

Bachelor of Arts: Political Science
Western Washington University
Bellingham, WA



Master of Public Administration

University of Washington: Evans School of Public Policy & Governance
Seattle, WA

Adam Lincoln serves as the Deputy City Manager for the City of Pasco, Wash. He was the City Administrator of the City of Pullman, Wash. He was previously the Assistant to the City Manager for the City of Lakewood, Wash. For 15-years, Adam has worked at the federal, state, and local levels of government. Adam is active within the city management profession. He is a member of ICMA and current president of the Washington City Manager Association. He earned his MPA from the University of Washington Evans School of Public Policy and Governance and his BA from Western Washington University. He is a member of the Leadership-ICMA cohort class of 2022.

Stacie Pratschner, Community Development Director

City of Blaine, WA
435 Martin Street
Suite 3000
Blaine, WA 98225

Cell: (360) 224-6026

Email: spratschner@cityofblaine.com

Education:

Bachelor of Arts: Anthropology
Western Washington University
Bellingham, WA

Master of Arts: Anthropology
Western Washington University
Bellingham, WA

[Master's Thesis](#)



Stacie Pratschner serves as the Community Development Service Director for the City of Blaine, Washington. She was previously the Long-Range Planning Manager for Skagit County and has over 15 years of experience working and collaborating with local, State, and federal government. Stacie is active in the planning and city government professions: she guest-teaches Urban Planning courses at Western Washington University and supports the Washington State Department of Commerce in their development and teaching of the “Short Course on Local Planning”. She holds certifications from the American Institute of Certified Planners, the University of Washington College of Engineering, and the Register of Professional Archeologists. Stacie is a member of the Leadership-ICMA cohort class of 2022.