



October 20, 2010

Procurement Services Department  
100 N Andrews Ave.  
Suite 619  
Fort Lauderdale Florida, 33301  
RFP 705-10541

**CONSULTING SERVICES FOR VISIONING PROJECT**

Dear Committee Members:

Visioning is a snapshot of today painting a picture of the future. If a vision is to be successful, it must be allow all to participate and listen to the collectivity and find the common grounds that the majority can foresee in their future. It must be inclusive and open allowing a free exchange of ideas. It is the blueprint for a strategic plan and will only be successful if the facilitators are listening and enabling the community to be heard.

It is with this understanding that the South Florida Economic Foundation has put together a team of dedicated groups and people that will insure a voice to all the people of the city of Fort Lauderdale. We have submitted a proposal that combines the best practices in visioning while using our combined experiences to develop a more inclusive and efficient plan to reach out to the diverse communities within the city.

Our group has an understanding of the scope of this project in a community that is a leader in the ever changing society that is South Florida and Broward County.

We look forward to having the opportunity to prepare a vision that will allow Fort Lauderdale to search all aspects of their lives and produce a vision that will be viable for creating a great city.

Devin Avery  
President  
South Florida Economic Foundation  
EIN: 26-4031968

# Visioning For The City of Fort Lauderdale

## **Introduction:**

This is a response to the RFP issued by the City of Fort Lauderdale for a visioning process during the year 2011, the one-hundredth birthday of the city. The responders are a team of Broward County organizations under the direction of the South Florida Economic Foundation (SFEF). The team includes Broward College (BC), The Community Foundation of Broward County (CFB), Video Dynamics Corporation (VDC), and the SFEF itself. Other organizations have agreed to help fulfill some of the obligations within this response such as the Broward Workshop, Leadership Broward and Junior Achievement of South Florida. However they are not a part of the bidding team.

The base team, if selected as the contractor by the City, may add additional organizations as their participation may serve the needs of the visioning process. The basic team, however, will be responsible for the activities listed in this response.

A visioning process is exactly what it says; a vision or picture of the potential future of a community. In order to arrive at viable vision or picture of the community in the future (either 10, 20, or 30 years) several principles must be adhered to:

1. All of the stakeholders in the community must be involved in the visioning process. If a stakeholder group is left out of the visioning, or if their input is not considered, the vision will have little or no value as there will be parts of the community working against the resultant vision, even if the vision is deemed good by most.
2. All of the stakeholders must be allowed to suggest areas to be discussed and envisioned. Limiting or attempting to direct stakeholders to pre-conceived areas of discussion will result in an inability to achieve consensus when the final visioning process is

considered. Suggesting areas to be discussed can be helpful as long as those areas are not the only subjects allowed for discussion.

3. The stakeholders present in any gathering must be allowed time at the beginning to vent their frustrations with the city. Without this “Bucket Dumping”, groups may not fully participate in or feel part of later, substantive discussions. Even though there may be no resolution to the complaints aired in this process, each group of stakeholders will feel they have been “listened to”. Consensus is reached not when all complaints are resolved, but when there is an agreed to set of goals.
4. Good community visions are achieved when the process followed is an “expansion, contraction, and expansion” model. This means expanding the visioning to included as many citizens as possible, contracting down to a leadership group to organize the information and judgments of the expanded group, and then expanding the vision out to a large group of citizens for final consensus. This concept will be described in a later section of this response.
5. All good visioning processes start with un-biased data (information). If the stakeholders feel the information given to them is influenced by ideology, political considerations, or community marketing they will discount the information and bring their own biased information to the discussions. Good data is crucial to the development of a consensus driven vision.
6. No one model of visioning works in every situation. Although there are adherents of Large Group Dynamics, Future Search, American Assembly, or Leadership Dynamics, none of these models works effectively on their own in a large community visioning.
7. Visioning is not strategic planning. Visioning, of necessity, comes before strategic planning, but the action plans that come from a visioning process are rarely if ever followed. A wise community visioning efforts leaves room for a strategic planning process to follow its efforts.

The South Florida Economic Foundation and the team of organizations that are joining with it to respond to the City of Fort Lauderdale’s RFP believe in the principles listed above and the rest of this response will be guided by them.

## **The Process:**

Ideally, the City's visioning process would include all 180,000 residents. This is, of course, impractical. Our goal is to include at least 4000 residents in the first part of the process. To narrow this number to a few hundred in the contracted part of the process and to eventually open the process up to 1000 residents. All during the process, we hope to market the process itself and the results of the process to all 180,000 residents of the City and the several hundred thousand who work within the City on a daily basis. Our team has had experience with a visioning process in Broward County and we know that this last part is very difficult. Our County does not have many media outlets dedicated to dispersing this type of information.

As shown in figure 1 (page 13), our process will begin with data gathering. The RFP requests a "Conditions Report" and later a "Benchmarking Report". We believe that both these reports should be developed before any of the visioning processes are begun and that this information should be given, in hardcover form, to and presented to the participants (in an abridged form) at the beginning of each meeting or conference. This data will set a knowledge point from which discussions can begin.

The second stage in our process (expansion) is the initiation of daylong, town hall, meetings and issues conferences. We will invite, using e-mail and U.S. mail, all the individuals in discrete sections of the city. We hope to entice at least 100 and as many as 200 to these one-day meetings. We plan to work with the Committee and the City to define these sections of the City. They may be neighborhoods, community associations, retail associations, or church groups. In those sections where there are more people, we will have more one-day functions. Our minimum goal of 4000 residents can be either 20 meetings of 200 people each or 40 of 100. We would like to limit the size of these meetings to 200 for reasons of process.

We will not limit these conferences and town hall meetings to community groups. We will also invite the business community, the non-profit community, the public service community, and industry groups to participate in one-day visioning meetings.

These meeting will be based on the Future Search model. Participants in these Town hall style meetings will be seated at tables of ten and mixed, as much as possible, by belief or cause, young with old, male with female, etc. Activities will be timed and schedules will be enforced. The meeting will begin with one-

half hour of continental breakfast, followed by a fifteen-minute data presentation, which will include the issues suggested by the Visioning Committee. After the data presentation, each table will take thirty minutes to list the problems they have with the city or their neighborhoods and put them on a flip chart. Another thirty minutes will be used for each of the tables to report their findings and the flip chart pages to be attached to a wall. This same process will be used to discuss:

- The issues the City needs to face in the future
- The vision, or picture, of what they think the City should look like in the year 2031
- The three most important things the City needs to do to reach that future
- The one thing the City can afford to do that will improve current conditions
- The order of priority of the items arrived at by each table
- The two people they would want to represent them at a visioning congress in the future.

One week after the event, the attendees and the Visioning Committee will receive a written report of the output of the conference including who will represent the group at the congress and what five or ten items were selected by the attendees as the most important issues for the City to undertake.

Our team will work with the Visioning Committee to design activities for these conferences and meetings to elicit the best information possible. Some of these processes may be changed to accommodate business, non-profit, or industry groups.

Again in figure one, when we have completed the town halls and issues conferences and assembled all of the output of those meetings into one report, we will combine that information with our original data and deliver it all to the Committee and the elected attendees to the congress. The congress will be based on the Leadership Model used by VisionBROWARD. The City's Visioning Committee will act as the leaders of the congress. Groups will now be divided by Tasks, or as the RFP refers to them, "Drivers." The consulting team along with the Visioning Committee will assign Task Chairs and open participation in each group to anyone who wants to participate.

The congress will take three full days of deliberations. The first day the Chairs will provide and review information from the town halls and issues conferences, select sub task forces, and give them instruction on what is to be delivered. The second day, the sub task forces report back, the floor is opened in the “Driver” task force and a consensus is reached on what recommendations will be forwarded to the “committee of the whole” the next day.

On the third day, the congress will hear the reports of the Chairs, open the floor for discussion and vote on recommendations to the city. The consultants will take this information and include it in a “consultant report” to the Visioning Committee. This is the final contraction in our process.

The process will then be expanded again based on the American Assembly model at a visioning conference open to all citizens of the City. At this conference, the City’s Visioning Committee will report the results of the vision process. Presentations will be made by the Chairs of the congress, by the members of the Visioning Committee and by City Officials. Participants will be asked to vote on the priorities of the issues being presented and will be given a chance to sign up to participate in City Committees, Commissions and Task Forces on each of the recommendations.

Three weeks after this conference, the City Visioning Committee will deliver to the City Commission a written report including recommendations and suggested committees, commissions, and task forces to follow up on the recommendations.

**Timetable:**

From the date of award:

Two months:	Data Reports
Six months:	Town Halls, Issues conferences
One month:	Congress Preparation
One month:	Congress and Consultant's report
One month:	Visioning Conference preparation
One month:	Conference and Final presentation to City Commission

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## **Participating Consultants:**

South Florida Economic Foundation:

### **Devin Avery**

Devin Avery, PhD is the Founding President of the South Florida Economic Foundation, leaving his post as Strategic Development Manager in the Broward County Office of Economic Development where he was the Project Manager of VisionBROWARD. He is on the board of CREST at Stranahan High School, Junior Achievement, Woman's International Film Festival (WIFF) Vice President of The Audubon Society, Past President of the Mosaic Theatre and Greater Fort Lauderdale Sister Cities and He also served on the Board of Florida Association of Nonprofits Organization (FANO).

Born in New York, Devin came to Florida from his position of Managing Director RDT, Inc. in Pennsylvania, where he developed projects in Vietnam and the rest of Asia along with Europe and Latin America, working in diversified areas that included telecommunication, infrastructure, construction, and food products. Prior to that Devin spent most of his time in Asia and Europe assisting with coordination of the breakup of the Soviet Union. He worked extensively with the newly formed republics of Eastern Europe and consulted and developed trade between them and the rest of the world. During this time he facilitated barter trade in those regions and with Africa and South America.

Devin began his studies in the United States and earned his BS in International Business; he continued on for his Masters in Taiwan in International Relations and received his Doctorate in Germany in International Law. In addition to speaking English he is also fluent in Chinese, German, Spanish and French and has working knowledge of several other languages.

### **Doug Young**

Doug Young, MES, President/ Executive Director, South Florida Audubon Society;

Lead – Global Warming Committee, SFAS;

Member, Broward County Climate Change Task Force and Chair, Greenhouse Gas Reductions Subcommittee;

Audubon *TogetherGreen* Conservation Leadership Fellow;  
Member, Environmental Education Council of Broward;  
Member, Green League of Broward Leadership Advisory Board;  
Member, Everglades Coalition;  
Member, Executive Committee, Broward County Haiti Relief Task Force and  
Co-Chair, Business Relations Sub-Committee  
Member, Haiti Conch Project-Sustainable Conch Farming

Mr. Young has been an Environmental Activist for over 30 years. He holds a Masters of Environmental Studies degree (areas of concentration: Media, Environment and Education) from York University, Toronto, Canada, and had a Graduate Assistantship from the University of Massachusetts, Amherst, where he worked on limnological studies and eutrophication of lakes in Central Massachusetts. Mr. Young is a pioneer in the Oil Sands industry of Northern Alberta, Canada, and worked for five years at the Syncrude Canada Limited Project north of Fort McMurray. He was a Senior Environmental Advisor for a Public Relations firm, and an Assistant Professor of Public Relations, where he designed and instructed courses in Broadcast News and Audiovisual Communications.

For over 30 years, Mr. Young has been a Training Consultant/Instructional Designer, developing training solutions and interventions using innovative and interactive multimedia/video technology.

For many years, Mr. Young was an award-winning independent video writer/producer/director of corporate training and communications for NGOs, government/environmental departments, utilities, and the private sector.

Finally, Mr. Young was one of 20 chosen to attend a NWF (National Wildlife Federation) Workshop in Washington, DC in May, 2009 and to lobby for the Waxman-Markey Energy and Climate Change Bill which went to Congress and was subsequently approved in 2009, was one of 18 chosen to attend the NAS (National Audubon Society) Climate Change Advocacy Workshop held May 4-7, 2008, in Washington, D.C., and in 2007, was trained by NWF to deliver Climate Change presentations to a diverse group of audiences. In December 2008, Doug was one of 25 appointed by the Broward County Commission to the Broward County Climate Change Task Force and Chair, Greenhouse Gas Reductions Subcommittee.

He also serves on the Leadership Advisory Team of the Green League of Broward. Mr. Young is also an active member of the Everglades Coalition, a group of 52 local, regional and national conservation, wildlife and environmental groups dedicated to Everglades Restoration and of the South Florida Branch of the USGBC (US Green Building Council).

Video Dynamics Corporation:

### **MIKE GREENE**

Mike Greene is the President of Video Dynamics Corporation. He is also a principle in and shareholder of Castles Realty, Inc.

Mr. Greene has consulted in the areas of communications, team development, vision/mission/values creation, strategic planning, training, sales, and marketing to companies such as Arvida, Allied-Signal, Disney, Robintech, American Express, Pratt & Whitney, Plastiline, and North American Philips.

Mike was Chairman & CEO of the oldest presentation company in South Florida, Last Minute Productions. He was Chairman and CEO of Classic Video Theatre (a NASDAQ listed company); Principal of Greene, Hollister, Inc., a nationally-recognized transformation consulting company; Vice President and Chief Financial Officer for BRT Video, and Director of Operations and Programming for the Amaturo Group.

He has been a member of the Governor's Quality Summit, the Tri-County Quality Coalition, and is the former Vice-President of the Palm Beach County Community Quality Council. He also served as chairman of the "Team Showcase", Public Relations, and Membership committees of the South Florida Manufacturer's Association. He is past Chairman of the Broward Film and Television Commission. He sits on the Boards of Directors of The Broward Alliance, Junior Achievement of South Florida, The Diabetics for Life Foundation, One Village Planet, and the North Broward Hospital Cancer Center. He was Co-Chair of the Creative Industries Task Force and a member of the Steering Committee of VisionBROWARD, the county's planning process for the year 2020.

Mike has had articles published on a variety of subjects in *Electronic Media*, *Nations Business*, *Sales and Marketing Strategies & News*, and *H/R Journal* (all national magazines) plus other trade magazines, local, and regional newspapers. He has been quoted in the *Wall Street Journal*, *Investors Business Daily*, *Tribune* and *Knight Ridder* newspapers, and has been featured on CNBC's "Management Today" program.

Broward College

**Norman Seavers**

Norm Seavers is the Associate Vice President of Broward College and is the leader of the Economic Development Department of the College. He is headquartered at the Willis Holcombe Center in Downtown Fort Lauderdale. Norm reports to the President of the College, David Armstrong.

He has a Masters of Education from Southern Illinois University and a Bachelor of Science in Education from the same institution.

Norm handles all of the cooperative programs between the College and the business community including coordinating with the South Florida Manufacturers Association, on whose Board of Directors he serves, and Workforce One. He also works with the Broward Alliance, the County's economic development organization.

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## **Tiered Cost Proposal**

Although the RFP calls for costs for each of four sections as outlined in the request, we do not feel that any one section can be separated from the others. We, as a team, do not wish to perform any one part of this process without performing the others. We also believe that awarding contracts for sections of this project, whether for the Current Conditions Report, or the facilitation of meetings, or writing the final reports is counter to the production of a viable vision for the City. Therefore, we are only bidding on the entire project.

Our Basic Cost is \$525,000.00

Our Moderate Cost is \$600,000

Our Comprehensive Cost is \$750,000

We believe that the City will be well served by selecting the Basic Cost. Moderate and Comprehensive costs will include better food at Town Hall meetings. Issues conferences, and the Congress.

