

INDIAN RIVER MOSQUITO CONTROL DISTRICT
Financial Report
for
July 1 – July 31, 2022

I.	Income		\$992.00
II.	Disbursements		
	a. Local Funds (14238-14267 & dd12800-dd12853)	\$284,133.01	
	b. Non-direct-deposit payroll (None)	\$-----	
	c. State Funds (No Checks)	<u>\$-----</u>	
	d. Total Disbursements		<u>-\$284,133.01</u>
	e. Net		-\$283,141.01
III.	Change in cash position from last month	-\$281,400.71	
IV.	Bank balance (all accounts)	\$3,996,840.95	
	a. Less reserves and contingency	<u>-\$938,381.02</u>	
V.	Total available cash	\$3,058,459.93	

IRMCD

Monthly Board Disbursement Report

As of July 31, 2022

Type	Date	Num	Name	Memo	Amount
1050 Seacoast Oper-4941 & 9831					
Liability Check	07/06/2022		QuickBooks Payroll Service	Created by Payroll Service on 07/05/2022	-45,716.68
Liability Check	07/18/2022		QuickBooks Payroll Service	Created by Payroll Service on 07/15/2022	-182.71
Liability Check	07/20/2022		QuickBooks Payroll Service	Created by Payroll Service on 07/18/2022	-43,970.76
Liability Check	07/01/2022		Florida Retirement System	420000041009- June 2022 Retirement C...	-20,355.58
Liability Check	07/08/2022		IRMCD-FICA,SS,Med	59-6001309	-16,464.72
Liability Check	07/07/2022		Child Support		-507.39
Liability Check	07/08/2022		Nationwide Retirement Solutions	0025223001	-1,572.79
Liability Check	07/08/2022		Nationwide Retirement Solutions	0025223001	-560.00
Liability Check	07/22/2022		IRMCD-FICA,SS,Med	59-6001309	-15,832.52
Liability Check	07/21/2022		Child Support		-507.39
Liability Check	07/22/2022		Nationwide Retirement Solutions	0025223001	-1,728.61
Liability Check	07/22/2022		Nationwide Retirement Solutions	0025223001	-560.00
Liability Check	07/22/2022		American Fidelity Assurance Company	MP#64213 Inv#6055264A July 2022 Pre...	-1,142.82
Liability Check	07/22/2022		American Fidelity Assurance Company	SS0A9H- July 2022 Premiums	-361.96
Liability Check	07/19/2022		Texas Life Insurance Company	Acct#1037999-10001 August 2022 Life I...	-693.67
Liability Check	07/19/2022		Principal Financial Group	MCP#64213 Inv#D480213 July 2022 Pre...	-2,584.24
Liability Check	07/19/2022		American Fidelity-Products	420000041009- July 2022 Retirement C...	-22,134.26
Liability Check	07/20/2022		Florida Retirement System	Customer # 9-18548-52001 Inv # 08812...	-213.77
Liability Check	07/29/2022		Waste Management, Inc of Florida	Payer # 14087358 Inv # 4123861239	-424.93
Liability Check	07/06/2022		Cintas Corporation No. 2	Acct # 2096 Inv # 915719, Inv # 942744	-33.18
Liability Check	07/06/2022		Lowes	Inv # INV#P50084585624	-39,664.00
Liability Check	07/06/2022		Target Specialty Products	Inv # 40266028	-199.23
Liability Check	07/06/2022		CT-Copier Contract	Inv # 0000037971	-378.80
Liability Check	07/06/2022		Goodyear Auto Service #6626	Inv # 49	-1,003.10
Liability Check	07/06/2022		Cleaning By Mlna, LLC	Inv # 131795	-645.00
Liability Check	07/13/2022		Adapco, Inc	Inv # 6/30/2022	-8,200.09
Liability Check	07/13/2022		Board of County Commissioners	Payer # 14087358 Inv # 4124485085	-411.57
Liability Check	07/13/2022		Cintas Corporation No. 2	Acct # 6035322501565166 Inv # 1083747	-69.85
Liability Check	07/13/2022		Home Depot Credit Services	Acct # 2096 Inv # 942591	-11.39
Liability Check	07/13/2022		Lowes	Acct # ATLL106754 Inv # 8066692982	-32.79
Liability Check	07/13/2022		Staples Advantage	Inv # 9007560097	-1,414.70
Liability Check	07/13/2022		Zep Sales & Service	Acct # 1603 - Statement Closing Date 6/...	-7,654.05
Liability Check	07/13/2022		MasterCard	Acct # 105555	-7,332.50
Liability Check	07/13/2022		Complete Electric, Inc.	Acct # 479679 Inv # 1363	-68.39
Liability Check	07/13/2022		West Marine Products Inc	Inv#4721186	-35.91
Liability Check	07/13/2022		Treasure Coast Newspapers	Acct # 1642 Closing Date 6/30/22	-7.04
Liability Check	07/13/2022		Cole Auto Supply	Inv # 7-794-77817, Inv # 7-802-58487, In...	-23.73
Liability Check	07/20/2022		FedEx	Inv # 1202	-150.00
Liability Check	07/20/2022		Schacht Business Ventures, Inc	Inv # 91059516, 91079907, 91094384	-103.12
Liability Check	07/20/2022		Finishmaster, Inc.	Acct # 2096 Inv # 915575, 955953	-40.58
Liability Check	07/20/2022		Lowes	Payer # 14087358 Inv # 4125235924	-411.57
Liability Check	07/20/2022		Cintas Corporation No. 2	Inv # 0000038229	-107.39
Liability Check	07/20/2022		Goodyear Auto Service #6626	Cust # 00122218-062300 Bill # 10916200	-61.50
Liability Check	07/20/2022		Indian River County Utilities	Acct#823540712	-591.75
Liability Check	07/20/2022		AT&T Mobility		

1:44 PM

08/01/22

Accrual Basis

IRMCD Monthly Board Disbursement Report As of July 31, 2022

Type	Date	Num	Name	Memo	Amount
Check	07/20/2022	14266	Beidler, E. John	Northwestern Mutual - Surrender of Paid ...	-559.46
Liability Check	07/29/2022	14267	FMIT	FH0273- July Contributions/ August Pre...	-39,407.52
Total 1050 Seacoast Oper-494 1 & 9831					-284,133.01
1060 Seacoast State Funds-5161					
Total 1060 Seacoast State Funds-5161					
TOTAL					-284,133.01

IRMCD
Monthly Board Disbursement Report
 As of July 31, 2022

Type	Date	Num	Memo	Credit
1050 Seacoast Oper-4941 & 9831				
Paycheck	07/07/2022	JUL 22	Direct Deposit	
Paycheck	07/07/2022	July 22	Direct Deposit	
Paycheck	07/07/2022	dd12800	Direct Deposit	
Paycheck	07/07/2022	dd12801	Direct Deposit	
Paycheck	07/07/2022	dd12802	Direct Deposit	
Paycheck	07/07/2022	dd12803	Direct Deposit	
Paycheck	07/07/2022	dd12804	Direct Deposit	
Paycheck	07/07/2022	dd12805	Direct Deposit	
Paycheck	07/07/2022	dd12806	Direct Deposit	
Paycheck	07/07/2022	dd12807	Direct Deposit	
Paycheck	07/07/2022	dd12808	Direct Deposit	
Paycheck	07/07/2022	dd12809	Direct Deposit	
Paycheck	07/07/2022	dd12810	Direct Deposit	
Paycheck	07/07/2022	dd12811	Direct Deposit	
Paycheck	07/07/2022	dd12812	Direct Deposit	
Paycheck	07/07/2022	dd12813	Direct Deposit	
Paycheck	07/07/2022	dd12814	Direct Deposit	
Paycheck	07/07/2022	dd12815	Direct Deposit	
Paycheck	07/07/2022	dd12816	Direct Deposit	
Paycheck	07/07/2022	dd12817	Direct Deposit	
Paycheck	07/07/2022	dd12818	Direct Deposit	
Paycheck	07/07/2022	dd12819	Direct Deposit	
Paycheck	07/07/2022	dd12820	Direct Deposit	
Paycheck	07/07/2022	dd12821	Direct Deposit	
Paycheck	07/07/2022	dd12822	Direct Deposit	
Paycheck	07/07/2022	dd12823	Direct Deposit	
Paycheck	07/07/2022	dd12824	Direct Deposit	
Paycheck	07/07/2022	dd12825	Direct Deposit	
Paycheck	07/07/2022	dd12826	Direct Deposit	
Paycheck	07/07/2022	dd12827	Direct Deposit	
Paycheck	07/19/2022	dd12828	Direct Deposit	
Paycheck	07/21/2022	dd12829	Direct Deposit	
Paycheck	07/21/2022	dd12830	Direct Deposit	
Paycheck	07/21/2022	dd12831	Direct Deposit	
Paycheck	07/21/2022	dd12832	Direct Deposit	
Paycheck	07/21/2022	dd12833	Direct Deposit	
Paycheck	07/21/2022	dd12834	Direct Deposit	
Paycheck	07/21/2022	dd12835	Direct Deposit	
Paycheck	07/21/2022	dd12836	Direct Deposit	
Paycheck	07/21/2022	dd12837	Direct Deposit	
Paycheck	07/21/2022	dd12838	Direct Deposit	
Paycheck	07/21/2022	dd12839	Direct Deposit	
Paycheck	07/21/2022	dd12840	Direct Deposit	

IRMCD

Monthly Board Disbursement Report

As of July 31, 2022

Type	Date	Num	Memo	Credit
Paycheck	07/21/2022	dd12841	Direct Deposit	
Paycheck	07/21/2022	dd12842	Direct Deposit	
Paycheck	07/21/2022	dd12843	Direct Deposit	
Paycheck	07/21/2022	dd12844	Direct Deposit	
Paycheck	07/21/2022	dd12845	Direct Deposit	
Paycheck	07/21/2022	dd12846	Direct Deposit	
Paycheck	07/21/2022	dd12847	Direct Deposit	
Paycheck	07/21/2022	dd12848	Direct Deposit	
Paycheck	07/21/2022	dd12849	Direct Deposit	
Paycheck	07/21/2022	dd12850	Direct Deposit	
Paycheck	07/21/2022	dd12851	Direct Deposit	
Paycheck	07/21/2022	dd12852	Direct Deposit	
Paycheck	07/21/2022	dd12853	Direct Deposit	
Total 1050 Seacoast Oper-4941 & 9831				0.00
1070 RBC Operating Acct				
Total 1070 RBC Operating Acct				
TOTAL				0.00

IRMCD
Custom Transaction Detail Report
July 2022

Column1	Column3	Column5	Column7	Column9	Column11	Column17
Type	Date	Num	Name	Memo	Account	Amount
Liability Check	07/01/2022	EFT	Florida Retirement System	420000041009- June 2022 Retirement Contributions	1050 Seacoast Oper-4941 & 9831	-20,355.58
Liability Check	07/01/2022	EFT	Florida Retirement System	420000041009- June 2022 Retirement Contributions	2006 Payroll Liabilities	3,904.25
Liability Check	07/01/2022	EFT	Florida Retirement System	420000041009- June 2022 Retirement Contributions	1050 Seacoast Oper-4941 & 9831	16,451.33
Check	07/06/2022	14238	Waste Management, Inc of Florida	Customer # 9-18548-52001 Inv # 0881233-4835-6- Customer # 13-91132-63000 Inv # 0881562-4835-8	1050 Seacoast Oper-4941 & 9831	-213.77
Check	07/06/2022	14238	Waste Management, Inc of Florida	Customer # 9-18548-52001 Inv # 0881233-4835-6 6YD Dumpster- Weekly Service Jul 2022	43.1 Utility Services	132.60
Check	07/06/2022	14238	Waste Management, Inc of Florida	Customer # 13-91132-63000 Inv # 0881562-4835-8 2YD Recycle Weekly Service Jul 2022	43.1 Utility Services	81.17
Check	07/06/2022	14239	Cintas Corporation No. 2	Payer # 14087358 Inv # 4123861239	1050 Seacoast Oper-4941 & 9831	-424.93
Check	07/06/2022	14239	Cintas Corporation No. 2	Payer # 14087358 Inv # 4123861239 Inv Date 6/29/2022 Uniform Services	30.4.2 Other Prof Svcs/Uniforms	424.93
Check	07/06/2022	14240	Lowe's	Acct # 2096 Inv # 915719, Inv # 942744	1050 Seacoast Oper-4941 & 9831	-33.18
Check	07/06/2022	14240	Lowe's	Acct # 2096 Inv # 915719 screen for chicken house door	52.4.5 Supl. Airbnvius	14.19
Check	07/06/2022	14240	Lowe's	Inv # 942744 mop	51.1 Office Supplies	18.99
Check	07/06/2022	14241	Target Specialty Products	Inv # INVPS00848585824	1050 Seacoast Oper-4941 & 9831	-39,664.00
Check	07/06/2022	14241	Target Specialty Products	Inv # INVPS0084858586 24 - 1,000 lb bags of Summit Blt. 80 - 40 lb bags of Summit Blt	52.2.47 Summit	39,664.00
Check	07/06/2022	14242	CIT-Copier Contract	Inv # 40266028	1050 Seacoast Oper-4941 & 9831	-199.23
Check	07/06/2022	14242	CIT-Copier Contract	Inv # 40266028	44.1.2 Misc Rentals/Leases	199.23
Check	07/06/2022	14242	Goodyear Auto Service #8626	Inv # 0000037971	1050 Seacoast Oper-4941 & 9831	-378.80
Check	07/06/2022	14243	Goodyear Auto Service #8626	Inv # 0000037971 Tires for truck 321 - (4) 235/75/15	46.6.1 Truck/Auto/TV-IRMCD	378.80
Check	07/06/2022	14244	Cleaning By Mira, LLC	Inv # 49	1050 Seacoast Oper-4941 & 9831	-1,003.10
Check	07/06/2022	14244	Cleaning By Mira, LLC	Inv # 49 July 2022 Maintenance Cleaning	30.4.1 Other Prof Svcs/Janitor	1,003.10
Liability Check	07/06/2022	EFT	QuickBooks Payroll Service	Created by Payroll Service on 07/05/2022	1050 Seacoast Oper-4941 & 9831	-45,716.68
Liability Check	07/06/2022	EFT	QuickBooks Payroll Service	Created by Payroll Service on 07/05/2022	2111 Direct Deposit Liabilities	45,716.68
Liability Check	07/07/2022	EFT	Child Support	Inv # 507.39	1050 Seacoast Oper-4941 & 9831	-507.39
Liability Check	07/08/2022	EFT	IRMCD-FICA,SS,Med	59-6001309	2006 Payroll Liabilities	6,811.00
Liability Check	07/08/2022	EFT	IRMCD-FICA,SS,Med	59-6001309	2006 Payroll Liabilities	6,811.00
Liability Check	07/08/2022	EFT	IRMCD-FICA,SS,Med	59-6001309	2006 Payroll Liabilities	914.93
Liability Check	07/08/2022	EFT	IRMCD-FICA,SS,Med	59-6001309	2006 Payroll Liabilities	914.93
Liability Check	07/08/2022	EFT	IRMCD-FICA,SS,Med	59-6001309	2006 Payroll Liabilities	3,911.93
Liability Check	07/08/2022	EFT	IRMCD-FICA,SS,Med	59-6001309	2006 Payroll Liabilities	3,911.93
Liability Check	07/08/2022	EFT	Nationwide Retirement Solutions	0025223001	1050 Seacoast Oper-4941 & 9831	-1,572.79
Liability Check	07/08/2022	EFT	Nationwide Retirement Solutions	0025223001	2006 Payroll Liabilities	1,572.79
Liability Check	07/08/2022	EFT	Nationwide Retirement Solutions	0025223001	1050 Seacoast Oper-4941 & 9831	-560.00
Liability Check	07/08/2022	EFT	Nationwide Retirement Solutions	0025223001	2006 Payroll Liabilities	560.00
Check	07/13/2022	14245	Adapco, Inc	Inv # 131795	1050 Seacoast Oper-4941 & 9831	-645.00
Check	07/13/2022	14245	Adapco, Inc	Inv # 131795 (3) 5 gallon cases Vectobac 12AS	52.2.17 Vectobac 12AS/Btl	645.00
Check	07/13/2022	14246	Board of County Commissioners	Inv # 6/30/2022	1050 Seacoast Oper-4941 & 9831	-8,200.09
Check	07/13/2022	14246	Board of County Commissioners	Inv # 6/30/2022 Fuel charges for June 2022 Unleaded \$4.11/gal Diesel \$4.98/gal	52.1.2 Gas & Diesel	8,200.09
Check	07/13/2022	14247	Cintas Corporation No. 2	Payer # 14087358 Inv # 4124485085	1050 Seacoast Oper-4941 & 9831	-411.57
Check	07/13/2022	14247	Cintas Corporation No. 2	Payer # 14087358 Inv # 4124485085 Inv Date 7/06/2022 Uniform Services	30.4.2 Other Prof Svcs/Uniforms	411.57
Check	07/13/2022	14258	FedEx	Inv # 7-794-77817, Inv # 7-802-59487, Inv # 7-80955296	1050 Seacoast Oper-4941 & 9831	-23.73
Check	07/13/2022	14258	FedEx	Inv # 7-794-77817, Inv # 7-802-59487, Inv # 7-80955296 shipping Arbo samples	52.4.5 Supl. Airbnvius	23.73
Check	07/13/2022	14249	Home Depot Credit Services	Acct # 603532501565166 Inv # 1083747	1050 Seacoast Oper-4941 & 9831	-69.85
Check	07/13/2022	14249	Home Depot Credit Services	Acct # 603532501565166 Inv # 1083747	46.5.2 Grounds-IRMCD	69.85
Check	07/13/2022	14250	Lowe's	Acct # 2096 Inv # 942591	1050 Seacoast Oper-4941 & 9831	-11.39
Check	07/13/2022	14250	Lowe's	Acct # 2096 Inv # 942591 toilet flap for Ready Room	46.1.1 Buildings-Other	11.39
Check	07/13/2022	14251	Staples Advantage	Acct # ATL106754 Inv # 8086892982	1050 Seacoast Oper-4941 & 9831	-32.79

IRMCD
Custom Transaction Detail Report
July 2022

Check	07/13/2022	14251	Staples Advantage	Acc# ATL106754 Inv# 806692982 Copy paper	51.1 Office Supplies	32.79
Check	07/13/2022	14252	Zep Sales & Service	Inv# 9007560097	1050 Seacoast Oper-4941 & 9831	-1,414.70
Check	07/13/2022	14252	Zep Sales & Service	Inv# 9007560097 55 gallon Zep-o-shine car and truck soap	46.6.1 Truck/Auto/ATV-IRMCD	1,414.70
Check	07/13/2022	14253	MasterCard	Acc# 1603 - Statement Closing Date 6/27/2022	1050 Seacoast Oper-4941 & 9831	-7,654.05
Check	07/13/2022	14253	MasterCard	Acc# 1603 - Statement Closing Date 6/27/2022	30.2.2 Direct Deposit Fees	60.00
Check	07/13/2022	14253	MasterCard	FASD Annual Conference - SB, ME - 3 nights lodging	40.1 Travel & Per Diem	902.94
Check	07/13/2022	14253	MasterCard	Earthlink monthly	41.1 Communication Services	9.90
Check	07/13/2022	14253	MasterCard	receiver lock - truck 260	46.0.20 Maint by IRMCD	42.19
Check	07/13/2022	14253	MasterCard	horse and ends - old truck machine, a/c parts for Kubota, batteries for dump trailer winch, start...	46.6.3 Heavy Equip/Boats-IRMCD	1,106.68
Check	07/13/2022	14253	MasterCard	security envelopes, report covers, dividers, Sam's menu, water cases, paper towels, Pre-employment...	51.1 Office Supplies	320.76
Check	07/13/2022	14253	MasterCard	Annual Acrobat DC licenses	51.2 Computer Software	815.52
Check	07/13/2022	14253	MasterCard	HP Propower connector power cord for laptop, credit for raspberry case return	51.3 Computer Hardware	-6.59
Check	07/13/2022	14253	MasterCard	send MVE module to Carlos for repairs	52.4.4 Supl U/LV	11.75
Check	07/13/2022	14253	MasterCard	shoe covers, egg maker feed, chick starter, cracked corn, Tomneau cover for Atbo use, chicken ho...	52.4.5 Supl Atbovirus	4,336.31
Check	07/13/2022	14253	MasterCard	Natural Areas Weed Management Training - SB	55.2 Training	27.95
Check	07/13/2022	14253	MasterCard	Sunpass	1315 Prepaid SunPass	24.64
Check	07/13/2022	14254	Complete Electric, Inc.	Inv# 105555	1050 Seacoast Oper-4941 & 9831	-7,332.50
Check	07/13/2022	14254	Complete Electric, Inc.	Inv# 105555 Front gate - 2nd payment, balance due \$7332.50	62.1 Capital Exp Buildings	7,332.50
Check	07/13/2022	14256	Treasure Coast Newspapers	Inv#4721186	1050 Seacoast Oper-4941 & 9831	-35.91
Check	07/13/2022	14256	Treasure Coast Newspapers	Inv#4721186 - Reg Meeting change from 9/13/22 to 9/6/2022	49.2 Advertising (Req'd by Law)	35.91
Check	07/13/2022	14257	Cole Auto Supply	Acc# 1642 Closing Date 6/30/22 (2) oil filters for Yamaha ATVs	1050 Seacoast Oper-4941 & 9831	-7.04
Check	07/13/2022	14257	Cole Auto Supply	Acc# 1642 Closing Date 6/30/22	46.6.1 Truck/Auto/ATV-IRMCD	7.04
Check	07/18/2022		QuickBooks Payroll Service	Created by Payroll Service on 07/15/2022	1050 Seacoast Oper-4941 & 9831	-182.71
Check	07/18/2022		QuickBooks Payroll Service	Created by Payroll Service on 07/15/2022	2111 Direct Deposit Liabilities	182.71
Check	07/19/2022	EFT	Texas Life Insurance Company	SS0A9H- July 2022 Premiums	1050 Seacoast Oper-4941 & 9831	-361.96
Check	07/19/2022	EFT	Texas Life Insurance Company	SS0A9H- July 2022 Premiums	2006.7 Texas Life	361.96
Check	07/19/2022	EFT	Principal Financial Group	Acc#1037999-10001 August 2022 Life Insurance Premiums	1050 Seacoast Oper-4941 & 9831	-693.67
Check	07/19/2022	EFT	Principal Financial Group	Acc#1037999-10001 August 2022 Life Insurance Premiums	20.3 Life/Health Insurance	693.67
Check	07/20/2022	14259	Schacht Business Ventures, Inc	Inv# 1202	1050 Seacoast Oper-4941 & 9831	-150.00
Check	07/20/2022	14259	Schacht Business Ventures, Inc	Inv# 1202 Bank reconciliation & review for June 2022, emails, restore and backup QB data, phone...	30.2.1 Bookkeeping Services	150.00
Check	07/20/2022	14260	Finishmaster, Inc.	Inv# 91059516, 91079907, 91094384	1050 Seacoast Oper-4941 & 9831	-103.12
Check	07/20/2022	14260	Finishmaster, Inc.	Inv# 91059516 (2) Bags, 50lbs Silica Sand /Sand Blasting	46.6.4 Mowers/Other Rprs-IRMCD	25.78
Check	07/20/2022	14261	Lowe's	Acc# 2096 Inv# 915575, 955953	1050 Seacoast Oper-4941 & 9831	-40.58
Check	07/20/2022	14261	Lowe's	Acc# 2096 Inv# 915575 40lb Pellet Lime, 20lb PVC Tubing, Inv#915034 12X2" screws, 2x6x10 whlt...	52.4.5 Supl Atbovirus	33.94
Check	07/20/2022	14261	Lowe's	Inv# 955953 3/4 Inch PVC Pipe Shop Air Line	46.0.20 Maint by IRMCD	6.64
Check	07/20/2022	14262	Chinas Corporation No. 2	Payer# 14087358 Inv# 4125235924	1050 Seacoast Oper-4941 & 9831	-411.57
Check	07/20/2022	14262	Chinas Corporation No. 2	Payer# 14087358 Inv# 4125235924	30.4.2 Other Prof Svc/Uniforms	411.57
Check	07/20/2022	14263	Goodyear Auto Service #6526	Inv# 0000038229	1050 Seacoast Oper-4941 & 9831	-107.39
Check	07/20/2022	14263	Goodyear Auto Service #6526	Inv# 0000038229 Tire Bills Portable Pump	46.6.2 Pumps-IRMCD	107.39
Check	07/20/2022	14260	Finishmaster, Inc.	Inv# 91079907 (4) Bags, 50lbs Silica Sand / Sand Blasting	46.6.4 Mowers/Other Rprs-IRMCD	51.56
Check	07/20/2022	14264	Indian River County Utilities	Cust# 0012218-062300 Bill # 10916200	1050 Seacoast Oper-4941 & 9831	-61.50
Check	07/20/2022	14264	Indian River County Utilities	Cust# 0012218-062300 Bill # 10916200 Water service 6/3-7/6/22	43.1 Utility Services	61.50
Check	07/20/2022	14265	AT&T Mobility	Inv# 91094384 (2) Bags, 50lbs Silica Sand / Sand Blasting	46.6.4 Mowers/Other Rprs-IRMCD	25.78
Check	07/20/2022	14265	AT&T Mobility	Acc#823540712	1050 Seacoast Oper-4941 & 9831	-591.75
Check	07/20/2022	14265	AT&T Mobility	Acc#823540712 Inv#823540712X07122022	41.1 Communication Services	591.75
Check	07/20/2022		QuickBooks Payroll Service	Created by Payroll Service on 07/19/2022	1050 Seacoast Oper-4941 & 9831	-43,970.76
Check	07/20/2022		QuickBooks Payroll Service	Created by Payroll Service on 07/19/2022	2111 Direct Deposit Liabilities	43,970.76
Check	07/20/2022	14266	Baidler, E. John	Northwestern Mutual - Surrender of Paid Up Additions	1050 Seacoast Oper-4941 & 9831	-559.46

IRMCD
Custom Transaction Detail Report
July 2022

Check	07/20/2022 14266	Baidler, E. John	Northwestern Mutual - Surrender of Paid Up Additions	2014 Misc Accts Payable (EUB)	559.46
Liability Check	07/20/2022 EFT	American Fidelity-Products	MCP#64213 Inv#D480213 July 2022 Premiums	1050 Seacoast Oper-4941 & 9831	-2,584.24
Liability Check	07/20/2022 EFT	American Fidelity-Products	MCP#64213 Inv#D480213 July 2022 Premiums	2006.21 AFA/Accident (post-tax)	119.26
Liability Check	07/20/2022 EFT	American Fidelity-Products	MCP#64213 Inv#D480213 July 2022 Premiums	2006.2 AFA/Accident	533.90
Liability Check	07/20/2022 EFT	American Fidelity-Products	MCP#64213 Inv#D480213 July 2022 Premiums	2006.3 AFA/Cancer (pre-tax)	284.50
Liability Check	07/20/2022 EFT	American Fidelity-Products	MCP#64213 Inv#D480213 July 2022 Premiums	2006.4 AFA/Cancer (post-tax)	97.30
Liability Check	07/20/2022 EFT	American Fidelity-Products	MCP#64213 Inv#D480213 July 2022 Premiums	2006.83 AFA/Critical Care(post)	65.62
Liability Check	07/20/2022 EFT	American Fidelity-Products	MCP#64213 Inv#D480213 July 2022 Premiums	2006.5 AFA/Disability	1,234.14
Liability Check	07/21/2022 EFT	Child Support	MCP#64213 Inv#D480213 July 2022 Premiums	2006.6 AFA/Life Insurance	249.52
Liability Check	07/21/2022 EFT	Child Support		1050 Seacoast Oper-4941 & 9831	-507.39
Liability Check	07/21/2022 EFT	Child Support		2006 Payroll Liabilities	507.39
Liability Check	07/22/2022 EFT	IRMCD-FICA,SS,Med	59-6001309	1050 Seacoast Oper-4941 & 9831	-15,832.52
Liability Check	07/22/2022 EFT	IRMCD-FICA,SS,Med	59-6001309	2006 Payroll Liabilities	6,511.00
Liability Check	07/22/2022 EFT	IRMCD-FICA,SS,Med	59-6001309	2006 Payroll Liabilities	883.40
Liability Check	07/22/2022 EFT	IRMCD-FICA,SS,Med	59-6001309	2006 Payroll Liabilities	883.40
Liability Check	07/22/2022 EFT	IRMCD-FICA,SS,Med	59-6001309	2006 Payroll Liabilities	3,777.36
Liability Check	07/22/2022 EFT	IRMCD-FICA,SS,Med	59-6001309	2006 Payroll Liabilities	3,777.36
Liability Check	07/22/2022 EFT	Nationwide Retirement Solutions	0025223001	1050 Seacoast Oper-4941 & 9831	-1,728.61
Liability Check	07/22/2022 EFT	Nationwide Retirement Solutions	0025223001	2006 Payroll Liabilities	1,728.61
Liability Check	07/22/2022 EFT	Nationwide Retirement Solutions	0025223001	1050 Seacoast Oper-4941 & 9831	-560.00
Liability Check	07/22/2022 EFT	Nationwide Retirement Solutions	0025223001	2006 Payroll Liabilities	560.00
Liability Check	07/22/2022 EFT	American Fidelity Assurance Company	MF#64213 Inv#60552644 July 2022 Premiums	1050 Seacoast Oper-4941 & 9831	-1,142.82
Liability Check	07/22/2022 EFT	American Fidelity Assurance Company	MF#64213 Inv#60552644 July 2022 Premiums	2006.9 AFA/ Dep Care (pre-tax)	250.00
Liability Check	07/22/2022 EFT	American Fidelity Assurance Company	MF#64213 Inv#60552644 July 2022 Premiums	2006.1 AFA/Medical Care FSA	892.82
Liability Check	07/29/2022 EFT	Florida Retirement System	420000041009- July 2022 Retirement Contributions	1050 Seacoast Oper-4941 & 9831	-22,134.26
Liability Check	07/29/2022 EFT	Florida Retirement System	420000041009- July 2022 Retirement Contributions	2006 Payroll Liabilities	3,944.20
Liability Check	07/29/2022 EFT	Florida Retirement System	420000041009- July 2022 Retirement Contributions	20.2 FL Retirement Contrib	18,197.89
Liability Check	07/29/2022 EFT	Florida Retirement System	420000041009- July 2022 Retirement Contributions	20.2 FL Retirement Contrib	-23.31
Liability Check	07/29/2022 EFT	Florida Retirement System	April Payroll Item Correction	20.2 FL Retirement Contrib	7.10
Liability Check	07/29/2022 EFT	Florida Retirement System	April Payroll Item Correction	20.2 FL Retirement Contrib	8.38
Liability Check	07/29/2022 14267	FMIT	FH0273- July Contributions/ August Premiums	1050 Seacoast Oper-4941 & 9831	-39,407.52
Liability Check	07/29/2022 14267	FMIT	FH0273- July Contributions/ August Premiums	2006.81 Emp. Dental Prem Cont	66.57
Liability Check	07/29/2022 14267	FMIT	FH0273- July Contributions/ August Premiums	2006.81 Emp. Dental Prem Cont	199.92
Liability Check	07/29/2022 14267	FMIT	FH0273- July Contributions/ August Premiums	2006.81 Emp. Dental Prem Cont	212.28
Liability Check	07/29/2022 14267	FMIT	FH0273- July Contributions/ August Premiums	2006.81 Emp. Dental Prem Cont	109.02
Liability Check	07/29/2022 14267	FMIT	FH0273- July Contributions/ August Premiums	2006.81 Emp. Dental Prem Cont	133.16
Liability Check	07/29/2022 14267	FMIT	FH0273- July Contributions/ August Premiums	2006.8 Emp. Health Prem Contb	641.40
Liability Check	07/29/2022 14267	FMIT	FH0273- July Contributions/ August Premiums	2006.8 Emp. Health Prem Contb	277.60
Liability Check	07/29/2022 14267	FMIT	FH0273- July Contributions/ August Premiums	2006.8 Emp. Health Prem Contb	527.72
Liability Check	07/29/2022 14267	FMIT	FH0273- July Contributions/ August Premiums	2006.8 Emp. Health Prem Contb	1,053.92
Liability Check	07/29/2022 14267	FMIT	FH0273- July Contributions/ August Premiums	2006.8 Emp. Health Prem Contb	332.48
Liability Check	07/29/2022 14267	FMIT	FH0273- July Contributions/ August Premiums	2006.8 Emp. Health Prem Contb	318.79
Liability Check	07/29/2022 14267	FMIT	FH0273- July Contributions/ August Premiums	2006.8 Emp. Health Prem Contb	812.88
Liability Check	07/29/2022 14267	FMIT	FH0273- July Contributions/ August Premiums	2006.8 Emp. Health Prem Contb	318.30
Liability Check	07/29/2022 14267	FMIT	FH0273- July Contributions/ August Premiums	2006.8 Emp. Health Prem Contb	149.08
Liability Check	07/29/2022 14267	FMIT	FH0273- July Contributions/ August Premiums	2006.82 Emp Vision Prem Contr	20.98
Liability Check	07/29/2022 14267	FMIT	FH0273- July Contributions/ August Premiums	2006.82 Emp Vision Prem Contr	11.51

IRMCD
Custom Transaction Detail Report
July 2022

Liability Check	07/29/2022	14267	FMIT	FH0273- July Contributions/ August Premiums	2006 82 Emp Vision Prem Contr	37.44
Liability Check	07/29/2022	14267	FMIT	FH0273- July Contributions/ August Premiums	2006 82 Emp Vision Prem Contr	35.10
Liability Check	07/29/2022	14267	FMIT	FH0273- July Contributions/ August Premiums	2006 82 Emp Vision Prem Contr	41.96
Liability Check	07/29/2022	14267	FMIT	FH0273- July Contributions/ August Premiums	2006 82 Emp Vision Prem Contr	23.04
Liability Check	07/29/2022	14267	FMIT	FH0273- July Contributions/ August Premiums	20 3 Life/Health Insurance	33,900.57

MASTERCARD 07/22 STATEMENT			
30.2.2 Direct Deposit Fees			48.1 Promotional/Educational
\$56.00	Intuit QB payroll monthly per emp usage fee		
\$56.00		\$0.00	
40.2.1 Registrations			51.1 OFFICE SUPPLIES
\$500.00	Quarterly Conference Registrations-SB, LGR, JR. ME	\$138.88	Tall black drafting chair
		\$11.50	MasterVision magnetic card holders
		\$4.00	pre-employment checks
\$500.00			
41.1 Communications			
\$9.90	Earthlink monthly		
		\$154.38	
\$9.90			51.2 Computer Software
46.0.2 Maintenance by IRMCD			
\$39.94	10 pack grinding flap discs		
\$39.94			
46.1.1 Buildings - Others			
		\$0.00	
			51.3 Computer Hardware
		\$21.29	Spare HP laptop battery
		\$432.74	whiteboard - IT, LG monitors - LGR
		\$299.00	iPad 5 screen replacement - TCA
		\$828.99	Dell Vostro PC - LTR, 16gb memory sticks
		\$28.47	HDMI adapters, 128g sandisk t-drives
\$0.00		\$66.88	chair wheels - LTR, USA & FL flags, key tabs
46.5.1 Buildings-IRMCD		\$40.00	46lbs records shredded
		\$116.00	stamps - 2 rolls of 100
		\$9.41	USPS certified mail
		\$1,842.78	
			52.4.4 ULV
		\$561.16	Nitrile gloves - 1.5 mil powder free
		\$561.16	
\$0.00			52.4.5-Arbovirus
46.5.2 Maintenance/Grounds - IRMCD		\$90.00	8 scientific lab forceps
		\$14.99	Pilot Frixion erasable pens
		-\$1,154.31	Decked stor unit-tk 269 credit
		\$345.83	50# Purina pellets, 50# cracked corn
\$0.00		-\$703.49	
46.6.1 Trucks/Auto/ATV-IRMCD			52.4.6 Larvicide
\$161.79	ATV 73 ft storage box		
\$329.99	Light bar cab mount - drill free	\$0.00	
			55.2 Training
\$491.78		\$299.99	TCL 50" TV - Larvicide & Impoundment Off
46.6.3 Heavy Eqpt/Boats-IRMCD			
\$91.13	steer box for SeaArk # 3	\$299.99	
\$18.00	roller shaft for SeaArk # 3 boat trailer		1315 Sunpass
		\$25.00	Sunpass
		\$25.00	
			Total for MasterCard
\$109.13			\$3,386.57



FIFTH THIRD BANK

Account Number: XXXX XXXX XXXX 1603

INDIAN RIVR MOSQUITO CTR

Statement Closing Date: 07/27/22

Corporate Account Summary

Previous Balance		\$7,654.05
Payments	-	\$7,654.05
Credits	-	\$1,154.31
Purchases and Other Charges	+	\$4,540.88
Cash Advances	+	\$0.00
Late Payment Charge	+	\$0.00
Cash Advance Fees	+	\$0.00
Finance Charges	+	\$0.00
New Balance		\$3,386.57
Disputed Amount		\$0.00
Past Due Amount		\$0.00
Credit Limit		\$25,000.00
Available Credit Limit		\$21,613.43
Cash Advance Credit Limit		\$0.00
Available Cash Advance Credit Limit		\$0.00
Statement Closing Date		07/27/22
Days In Billing Cycle		30

Payment Information

New Balance	\$3,386.57
Minimum Payment Due	\$3,386.57
Payment Due Date	08/22/22

QUESTIONS OR TO REPORT LOST/STOLEN CARDS?

Call Customer Service 1-800-375-1747

Please send billing inquiries and correspondence to:

FIFTH THIRD BANK
PO BOX 740523
CINCINNATI, OH 45274-0523

Or email inquires to CommercialSupport@53.com

Corporate Account Activity

Post Date	Tran Date	Reference Number	Transaction Description	Amount
07/19	07/19	75569262200220719000146	PAYMENT RECEIVED - THANK YOU	-\$7,654.05

Finance Charge Summary

Your Annual Percentage Rate (APR) is the annual rate on your account.

Type of Balance	Annual Percentage Rate (APR)	Balance Subject to Finance Charge	Finance Charge
PURCHASES	19.80%	\$0.00	\$0.00
CASH ADVANCES	19.80%	\$0.00	\$0.00

Cardholder Account Summary

Name and Account Number	Credit Limit	Credits	Purchases	Cash Advances	Total Activity
JOSHUA REILLY					
XXXX XXXX XXXX 0976	\$2,500	\$0.00	\$1,053.02	\$0.00	\$1,053.02
SCOTT C ARTMAN					
XXXX XXXX XXXX 3216	\$0	\$0.00	\$90.00	\$0.00	\$90.00

(summary continued on next page)

Detach and return lower portion with your payment. Please retain above portion.

**FIFTH THIRD BANK**

Account Number: XXXX XXXX XXXX 1603

INDIAN RIVR MOSQUITO CTR

Statement Closing Date: 06/27/22

Page 1 of 4

Corporate Account Summary

Previous Balance		\$6,026.13
Payments	-	\$6,026.13
Credits	-	\$284.84
Purchases and Other Charges	+	\$7,938.89
Cash Advances	+	\$0.00
Late Payment Charge	+	\$0.00
Cash Advance Fees	+	\$0.00
Finance Charges	+	\$0.00
New Balance		\$7,654.05
Disputed Amount		\$0.00
Past Due Amount		\$0.00
Credit Limit		\$25,000.00
Available Credit Limit		\$17,345.95
Cash Advance Credit Limit		\$0.00
Available Cash Advance Credit Limit		\$0.00
Statement Closing Date		06/27/22
Days in Billing Cycle		31

Payment Information

New Balance	\$7,654.05
Minimum Payment Due	\$7,654.05
Payment Due Date	07/22/22

QUESTIONS OR TO REPORT LOST/STOLEN CARDS?

Call Customer Service 1-800-375-1747

Please send billing inquiries and correspondence to:

FIFTH THIRD BANK
PO BOX 740523
CINCINNATI, OH 45274-0523

Or email inquires to CommercialSupport@53.com**Corporate Account Activity**

Post Date	Tran Date	Reference Number	Transaction Description	Amount
06/14	06/14	75569262165220614000293	PAYMENT RECEIVED - THANK YOU	-\$6,026.13

Finance Charge Summary

Your Annual Percentage Rate (APR) is the annual rate on your account.

Type of Balance	Annual Percentage Rate (APR)	Balance Subject to Finance Charge	Finance Charge
PURCHASES	19.80%	\$0.00	\$0.00
CASH ADVANCES	19.80%	\$0.00	\$0.00



Florida Department of Agriculture and Consumer Services
 Division of Agricultural Environmental Services
MOSQUITO CONTROL MONTHLY REPORT - LOCAL FUNDS

Submit to:
 Mosquito Control Program
 3125 Conner Blvd, Suite E

NICOLE "NIKKI" FRIED
 COMMISSIONER

Rule 5E-13.027, F.A.C.
 Telephone: (850) 617-7911; Fax (850) 617-7939

COUNTY/ DISTRICT Indian River Mosquito Control I

FISCAL YEAR: 2021-2022

MONTH: June

LOCAL FUNDS RECEIPTS AND BALANCES

ACCT NO	DESCRIPTION	Budgeted Receipts	Monthly Receipts	Receipts Year to Date	Balance to Be Collected
311	Ad Valorem (Current/Delinquent)	\$ 4,915,276.00	\$ 92,773.32	\$ 5,038,196.94	\$ (122,920.94)
334.1	State Grant	\$ -	\$ -	\$ -	\$ -
362	Equipment Rentals	\$ -	\$ -	\$ -	\$ -
337	Grants and Donations	\$ -	\$ -	\$ 3,000.00	\$ (3,000.00)
361	Interest Earnings	\$ 25,005.00	\$ -	\$ 2,587.19	\$ 22,417.81
364	Equipment and/or Other Sales	\$ -	\$ -	\$ -	\$ -
369	Misc./Refunds (prior yr expenditures)	\$ 2.00	\$ -	\$ 6,780.00	\$ (6,778.00)
380	Other Sources	\$ -	\$ -	\$ -	\$ -
389	Loans	\$ -	\$ -	\$ -	\$ -
TOTAL RECEIPTS		\$ 4,940,283.00	\$ 92,773.32	\$ 5,050,564.13	\$ (110,281.13)
BEGINNING FUND BALANCE		\$ 2,330,124.52	\$ -	\$ -	\$ 2,330,124.52
Total Receipts & Balance		\$ 7,270,407.52	\$ 92,773.32	\$ 5,050,564.13	\$ 2,219,843.39

LOCAL FUNDS EXPENDITURES AND BALANCES

ACCT NO	Uniform Accounting System Transaction Code	Budgeted Expenditures	Monthly Expenditures	Expenditures Year to Date	Balance to Be Expended
10	Personal Services	\$ 2,210,310.00	\$ 137,326.29	\$ 1,245,133.80	\$ 965,176.20
20	Personal Service Benefits	\$ 980,058.00	\$ 69,916.97	\$ 620,266.84	\$ 359,791.16
30	Operating Expense	\$ 877,590.00	\$ 60,968.32	\$ 323,027.77	\$ 554,562.23
40	Travel & Per Diem	\$ 27,500.00	\$ 5.00	\$ 22,151.27	\$ 5,348.73
41	Communication Services	\$ 27,500.00	\$ 2,358.09	\$ 13,784.34	\$ 13,715.66
42	Freight Services	\$ 1,500.00	\$ -	\$ 23.09	\$ 1,476.91
43	Utility Service	\$ 25,000.00	\$ 1,786.43	\$ 12,955.30	\$ 12,044.70
44	Rentals & Leases	\$ 6,669.00	\$ 199.23	\$ 3,491.97	\$ 3,177.03
45	Insurance	\$ 75,000.00	\$ 16,157.00	\$ 73,403.00	\$ 1,597.00
46	Repairs & Maintenance	\$ 213,350.00	\$ 27,824.20	\$ 134,583.95	\$ 78,766.05
47	Printing and Binding	\$ 500.00	\$ -	\$ 293.37	\$ 206.63
48	Promotional Activities	\$ 1,500.00	\$ 5.94	\$ 1,292.24	\$ 207.76
49	Other Charges	\$ 4,250.00	\$ -	\$ 551.87	\$ 3,698.13
51	Office Supplies	\$ 48,465.00	\$ 3,446.93	\$ 18,744.04	\$ 29,720.96
52.1	Gasoline/Oil/Lube	\$ 77,000.00	\$ 16,046.68	\$ 56,796.19	\$ 20,203.81
52.2	Chemicals	\$ 1,070,512.00	\$ 69,104.00	\$ 227,486.11	\$ 843,025.89
52.3	Protective Clothing	\$ 7,000.00	\$ 127.87	\$ 1,816.56	\$ 5,183.44
52.4	Misc. Supplies	\$ 47,100.00	\$ 1,279.76	\$ 27,886.40	\$ 19,213.60
52.5	Tools & Implements	\$ 1,500.00	\$ -	\$ 361.93	\$ 1,138.07
54	Publications & Dues	\$ 21,500.00	\$ 5,300.00	\$ 20,583.23	\$ 916.77
55	Training	\$ 7,600.00	\$ 261.65	\$ 1,685.65	\$ 5,914.35
60	Capital Outlay	\$ 600,622.50	\$ 102,065.38	\$ 219,140.64	\$ 381,481.86
71	Principal	\$ -	\$ -	\$ -	\$ -
72	Interest	\$ -	\$ -	\$ -	\$ -
81	Aids to Government Agencies	\$ -	\$ -	\$ -	\$ -
83	Other Grants and Aids	\$ -	\$ -	\$ -	\$ -
89	Contingency (Current Year)	\$ 469,381.02	\$ -	\$ -	\$ 469,381.02
99	Payment of Prior Year Accounts	\$ -	\$ -	\$ -	\$ -
TOTAL BUDGET AND CHARGES		\$ 6,801,407.52	\$ 514,179.74	\$ 3,025,459.56	\$ 3,775,947.96
0.001	Reserves - Future Capital Outlay	\$ 200,000.00	\$ -	\$ -	\$ 200,000.00
0.002	Reserves - Self-Insurance	\$ -	\$ -	\$ -	\$ -
0.003	Reserves - Cash Balance to be Carried Forward	\$ 200,000.00	\$ -	\$ -	\$ 200,000.00
0.004	Reserves - Sick and Annual Leave	\$ 69,000.00	\$ -	\$ -	\$ 69,000.00
TOTAL RESERVES ENDING BALANCE		\$ 469,000.00	\$ -	\$ -	\$ 469,000.00
TOTAL BUDGETARY EXPENDITURES and BALANCES		\$ 7,270,407.52	\$ 514,179.74	\$ 3,025,459.56	\$ 4,244,947.96
ENDING FUND BALANCE		\$ -	\$ (421,406.42)	\$ 2,025,104.57	\$ (2,025,104.57)

By submission of this monthly report of receipts, expenditures, and balances, I attest it is true and correct.

Director Signature

7/12/2022
 Date



Florida Department of Agriculture and Consumer Services
 Division of Agricultural Environmental Services
MOSQUITO CONTROL MONTHLY REPORT - STATE FUNDS

Submit to:
 Mosquito Control Program
 3125 Conner Blvd, Suite E

NICOLE "NIKKI" FRIED
 COMMISSIONER

Rule 5E-13.027, F.A.C.
 Telephone: (850) 617-7911; Fax (850) 617-7939

COUNTY/ DISTRICT Indian River Mosquito Control D

FISCAL YEAR: 2021-2022

MONTH: June

STATE FUNDS RECEIPTS AND BALANCES

ACCT NO	DESCRIPTION	Budgeted Receipts	Monthly Receipts	Receipts Year to Date	Balance to Be Collected
311	Ad Valorem (Current/Delinquent)	\$ -	\$ -	\$ -	\$ -
334.1	State Grant	\$ -	\$ -	\$ -	\$ -
362	Equipment Rentals	\$ -	\$ -	\$ -	\$ -
337	Grants and Donations	\$ -	\$ -	\$ -	\$ -
361	Interest Earnings	\$ 5.00	\$ -	\$ 5.82	\$ (0.82)
364	Equipment and/or Other Sales	\$ 1,000.00	\$ -	\$ 10,110.70	\$ (9,110.70)
369	Misc./Refunds (prior yr expenditures)	\$ -	\$ -	\$ -	\$ -
380	Other Sources	\$ -	\$ -	\$ -	\$ -
389	Loans	\$ -	\$ -	\$ -	\$ -
TOTAL RECEIPTS		\$ 1,005.00	\$ -	\$ 10,116.52	\$ (9,111.52)
BEGINNING FUND BALANCE		\$ 6,456.00	\$ -	\$ -	\$ 6,456.00
Total Receipts & Balance		\$ 7,461.00	\$ -	\$ 10,116.52	\$ (2,655.52)

STATE FUNDS EXPENDITURES AND BALANCES

ACCT NO	Uniform Accounting System Code	Transaction	Budgeted Expenditures	Monthly Expenditures	Expenditures Year to Date	Balance to Be Expended
10	Personal Services		\$ -	\$ -	\$ -	\$ -
20	Personal Service Benefits		\$ -	\$ -	\$ -	\$ -
30	Operating Expense		\$ -	\$ -	\$ -	\$ -
40	Travel & Per Diem		\$ -	\$ -	\$ -	\$ -
41	Communication Services		\$ -	\$ -	\$ -	\$ -
42	Freight Services		\$ -	\$ -	\$ -	\$ -
43	Utility Service		\$ -	\$ -	\$ -	\$ -
44	Rentals & Leases		\$ -	\$ -	\$ -	\$ -
45	Insurance		\$ -	\$ -	\$ -	\$ -
46	Repairs & Maintenance		\$ -	\$ -	\$ -	\$ -
47	Printing and Binding		\$ -	\$ -	\$ -	\$ -
48	Promotional Activities		\$ -	\$ -	\$ -	\$ -
49	Other Charges		\$ -	\$ -	\$ -	\$ -
51	Office Supplies		\$ -	\$ -	\$ -	\$ -
52.1	Gasoline/Oil/Lube		\$ -	\$ -	\$ -	\$ -
52.2	Chemicals		\$ 7,461.00	\$ -	\$ -	\$ 7,461.00
52.3	Protective Clothing		\$ -	\$ -	\$ -	\$ -
52.4	Misc. Supplies		\$ -	\$ -	\$ -	\$ -
52.5	Tools & Implements		\$ -	\$ -	\$ -	\$ -
54	Publications & Dues		\$ -	\$ -	\$ -	\$ -
55	Training		\$ -	\$ -	\$ -	\$ -
60	Capital Outlay		\$ -	\$ -	\$ -	\$ -
71	Principal		\$ -	\$ -	\$ -	\$ -
72	Interest		\$ -	\$ -	\$ -	\$ -
81	Aids to Government Agencies		\$ -	\$ -	\$ -	\$ -
83	Other Grants and Aids		\$ -	\$ -	\$ -	\$ -
89	Contingency (Current Year)		\$ -	\$ -	\$ -	\$ -
99	Payment of Prior Year Accounts		\$ -	\$ -	\$ -	\$ -
TOTAL BUDGET AND CHARGES			\$ 7,461.00	\$ -	\$ -	\$ 7,461.00
0.001	Reserves - Future Capital Outlay		\$ -	\$ -	\$ -	\$ -
0.002	Reserves - Self-Insurance		\$ -	\$ -	\$ -	\$ -
0.003	Reserves -Cash Balance to be Carried Forward		\$ -	\$ -	\$ -	\$ -
0.004	Reserves - Sick and Annual Leave		\$ -	\$ -	\$ -	\$ -
TOTAL RESERVES ENDING BALANCE			\$ -	\$ -	\$ -	\$ -
TOTAL BUDGETARY EXPENDITURES and BALANCES			\$ 7,461.00	\$ -	\$ -	\$ 7,461.00
ENDING FUND BALANCE			\$ -	\$ -	\$ 10,116.52	\$ (10,116.52)

By submission of this monthly report of receipts, expenditures, and balances, I attest it is true and correct.

Director Signature

7/12/2022
 Date

Attachment C



Florida Department of Agriculture and Consumer Services
Division of Agricultural Environmental Services

ARTHROPOD CONTROL BUDGET AMENDMENT

Submit to:
Mosquito Control Program
3125 Conner Blvd, Suite E
Tallahassee, FL 32399-1650

NICOLE "NIKKI" FRIED
COMMISSIONER

Rule 5E-13.027, F.A.C.
Telephone: (850) 617-7911; Fax (850) 617-7939

A STATEMENT EXPLAINING AND JUSTIFYING THE PROPOSED CHANGES SHOULD ACCOMPANY EACH APPLICATION FOR BUDGET AMENDMENT. USE PAGE TWO FOR THIS PURPOSE.

Amendment No. 2022-005 Fiscal Year: 2021-2022 Date: 08/09/2022

Amending: Local Funds ___ State Funds X (Check appropriate fund account to be amended. Use a separate form for each fund). The Board of Commissioners for Indian River Mosquito Cont District hereby submits to the Department of Agriculture and Consumer Services, for its consideration and approval, the following amendment for the current fiscal year as follows:

ESTIMATED RECEIPTS

NOTE: The budget cannot be amended to show an increase in receipts over the amount budgeted unless authorized.

Total Available Cash and Receipts	Reserves	Present Budget	Increase Request	Decrease Request	Revised Budget
\$ 7,461.00	\$ -	\$ 7,461.00	\$ 9,112.88	\$ -	\$ 16,573.88

NAME SOURCE OF INCREASE: (Explain Decrease) Recognition of additional income from surplus equipment sales

BUDGETED RECEIPTS

ACCT NO	Description	Present Budget	Increase Request	Decrease Request	Revised Budget
311	Ad Valorem (Current/Delinquent)	\$ -	\$ -	\$ -	\$ -
334.1	State Grant	\$ -	\$ -	\$ -	\$ -
362	Equipment Rentals	\$ -	\$ -	\$ -	\$ -
337	Grants and Donations	\$ -	\$ -	\$ -	\$ -
361	Interest Earnings	\$ 5.00	\$ 2.18	\$ -	\$ 7.18
364	Equipment and/or Other Sales	\$ 1,000.00	\$ 9,110.70	\$ -	\$ 10,110.70
369	Misc./Refunds (prior yr expenditures)	\$ -	\$ -	\$ -	\$ -
380	Other Sources	\$ -	\$ -	\$ -	\$ -
389	Loans	\$ -	\$ -	\$ -	\$ -
TOTAL RECEIPTS		\$ 1,005.00	\$ 9,112.88	\$ -	\$ 10,117.88
Beginning Fund Balance		\$ 6,456.00	\$ -	\$ -	\$ 6,456.00
Total Budgetary Receipts & Balances		\$ 7,461.00	\$ 9,112.88	\$ -	\$ 16,573.88

BUDGETED EXPENDITURES

NOTE: Total increase must equal total decrease, unless the total "Present Budget" is revised.

ACCT NO	Uniform Accounting System Transaction	Present Budget	Increase Request	Decrease Request	Revised Budget
10	Personal Services	\$ -	\$ -	\$ -	\$ -
20	Personal Service Benefits	\$ -	\$ -	\$ -	\$ -
30	Operating Expense	\$ -	\$ -	\$ -	\$ -
40	Travel & Per Diem	\$ -	\$ -	\$ -	\$ -
41	Communication Services	\$ -	\$ -	\$ -	\$ -
42	Freight Services	\$ -	\$ -	\$ -	\$ -
43	Utility Service	\$ -	\$ -	\$ -	\$ -
44	Rentals & Leases	\$ -	\$ -	\$ -	\$ -
45	Insurance	\$ -	\$ -	\$ -	\$ -
46	Repairs & Maintenance	\$ -	\$ -	\$ -	\$ -
47	Printing and Binding	\$ -	\$ -	\$ -	\$ -
48	Promotional Activities	\$ -	\$ -	\$ -	\$ -
49	Other Charges	\$ -	\$ -	\$ -	\$ -
51	Office Supplies	\$ -	\$ -	\$ -	\$ -
52.1	Gasoline/Oil/Lube	\$ -	\$ -	\$ -	\$ -
52.2	Chemicals	\$ 7,461.00	\$ 9,112.88	\$ -	\$ 16,573.88
52.3	Protective Clothing	\$ -	\$ -	\$ -	\$ -
52.4	Misc. Supplies	\$ -	\$ -	\$ -	\$ -
52.5	Tools & Implements	\$ -	\$ -	\$ -	\$ -
54	Publications & Dues	\$ -	\$ -	\$ -	\$ -
55	Training	\$ -	\$ -	\$ -	\$ -
60	Capital Outlay	\$ -	\$ -	\$ -	\$ -
71	Principal	\$ -	\$ -	\$ -	\$ -
72	Interest	\$ -	\$ -	\$ -	\$ -
81	Aids to Government Agencies	\$ -	\$ -	\$ -	\$ -
83	Other Grants and Aids	\$ -	\$ -	\$ -	\$ -
89	Contingency (Current Year)	\$ -	\$ -	\$ -	\$ -
99	Payment of Prior Year Accounts	\$ -	\$ -	\$ -	\$ -
TOTAL BUDGET AND CHARGES		\$ 7,461.00	\$ 9,112.88	\$ -	\$ 16,573.88
0.001	Reserves - Future Capital Outlay	\$ -	\$ -	\$ -	\$ -
0.002	Reserves - Self-Insurance	\$ -	\$ -	\$ -	\$ -
0.003	Reserves - Cash Balance to be Carried Forward	\$ -	\$ -	\$ -	\$ -
0.004	Reserves - Sick and Annual Leave	\$ -	\$ -	\$ -	\$ -
TOTAL RESERVES		\$ -	\$ -	\$ -	\$ -
TOTAL BUDGETARY EXPENDITURES and BALANCES		\$ 7,461.00	\$ 9,112.88	\$ -	\$ 16,573.88
ENDING FUND BALANCE		\$ -	\$ -	\$ -	\$ -

APPROVED: _____
Chairman of the Board, or Clerk of Circuit Court

DATE _____

APPROVED: _____
Mosquito Control Program

DATE _____

Resolution Number 2022-004

A RESOLUTION OF THE INDIAN RIVER MOSQUITO CONTROL DISTRICT OF INDIAN RIVER COUNTY, FLORIDA, AMENDING THE STATE BUDGET FOR FISCAL YEAR 2021-2022.

WHEREAS, certain appropriation and expenditure amendments to the adopted Fiscal Year 2021-2022 State Budget are to be made by resolution pursuant to section 189.418(6)(c), Florida Statutes; and

WHEREAS, the Board of Commissioners of Indian River Mosquito Control District of Indian River County, Florida, desires to amend the fiscal year 2021-2022 state budget, as more specifically set forth in Attachment "C" attached hereto and by this reference made a part hereof,

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of Indian River Mosquito Control District of Indian River County, Florida, that the Fiscal Year 2021-2022 State Budget be and hereby is amended as set forth in Attachment "C" upon adoption of this Resolution

DULY ADOPTED at a public hearing this 9th Day of August 2022.

Time Adopted _____ AM

(Indian River Mosquito Control District of Indian River County)
Chairman

ATTEST:

Attachment D



IRMCD Employee Policy Manual

Chapter 2

Personal Responsibilities/ Standards of Conduct

Adopted:

Reviewed:

8/9/2022

II. PERSONAL RESPONSIBILITIES (STANDARDS OF CONDUCT)

A. PERSONAL APPEARANCE

District employees are expected to maintain high personal, moral and ethical standards. One of the most noticeable expressions of these personal standards is dress and appearance.

1. Appearance

- Employees are always expected to present a professional, business-like image to fellow workers, business associates and the public. Favorable personal appearance, like proper maintenance of work areas, is an ongoing requirement of employment with the District. Departures from conventional dress or personal grooming and hygiene standards are not permitted.
- Employees should remember that when in uniform, but not on the job, they are nonetheless viewed by the public as employees of the District and should maintain high standards of conduct.

2. Uniforms

- The District provides uniforms to employees, and they are expected to wear uniforms when on District business as appropriate.
- During employment, all uniforms will remain the property of the District.
- Upon issuance, uniforms become the responsibility of the employee and owned by the District.
- Uniforms should always be kept neat, clean and in good condition.
- If the uniform needs to be replaced due to normal wear and tear, the District will replace it at no expense to the employee.
- If anything, outside of normal wear and tear results in the need for a replacement, the replacement will be at the employee's expense. Additionally, excessive damage to or loss of company uniforms may result in disciplinary action. Payroll deductions may be arranged to cover replacement cost.
- All uniform changes or requests must be communicated through the Administrative Support Section.
- Upon termination of employment, or upon management request, uniforms are expected to be returned in a reasonable state and in their entirety.

3. Safety Equipment

a) **Steel Toe Shoes** (*Effective October 1, 2011*)

The District provides an annual \$75 allowance for the purchase of steel-toed shoes for

employees who are required to wear them in accordance with Chapter 5, Safety Practices and Loss Prevention.

- (1) An allowance of \$75 is posted to each employee's account on October 1st each year.
- (2) Employees are expected to use District credit card and/or District billing account for a tax-exempt purchase.
- (3) Employees are responsible for amount of purchase above the balance in their account.
- (4) Any remaining allowance is carried forward on the employee account, with a maximum allowance accumulation of \$300.
- (5) Resole/repair of boots is an eligible purchase.
- (6) Annual purchase may be multiple pairs of boots.
- (7) The District will pay reasonable shipping and return fees above merchandise costs for online purchases.
- (8) Allowance does not have a cash value for the employee.

b) Prescription Safety Glasses

For employees who have a demonstrated need, once per year, when their prescription changes, or at the discretion of the Director, the District will provide to the employees \$75 toward the purchase of prescription safety glasses. These glasses must fit closely to their eyes, include side eye protection and must be used following the District's safety policies.

c) Personal Protective Equipment – Hats (*Memorandum, June 18, 2009*)

The District will pay or reimburse up to \$20 a year for hats large enough to cover employee's ears and nose from the sun.

B. HOURS OF WORK

The District maintains work hours for our employees in accordance with federal and state regulations, organizational needs and the maintenance of an efficient and effective schedule of work.

- The official work week for all employees begins at 7:00 am on Saturday and ends at 6:59 am the following Saturday.
- The regular business day is from 7:00 am to 3:30 pm Monday through Friday. However, an employee's schedule may be modified to accommodate the needs of the District at the discretion of the Executive Director.

C. ATTENDANCE AND PUNCTUALITY (*Effective October 12, 2021*)

The District provides important and valuable services to its taxpayers. To accomplish this mission, it is imperative that every employee be present when scheduled. Punctual and regular attendance is an essential responsibility of each employee

1. Attendance

Employees are expected to report to work as scheduled, be on time and prepared to start work and expected to remain at work for their entire work schedule. Late arrival, early departure, or other absences from scheduled hours are disruptive and should be avoided. Employees who are chronically unable or unwilling to attend work regularly present a hardship to other employees. The purpose of this policy is to promote the efficient operation of the district and minimize unscheduled absences

2. Excused Absence

An absence is excused when both of the following conditions are met:

- a) The employee provides sufficient notice to their supervisor.
- b) The reason is found credible or acceptable by their supervisor.

3. Unexcused Absence

An unexcused absence occurs when an employee provides insufficient notice and is not approved by the supervisor. When an employee is absent or late for work because of illness or an emergency, the employee must notify their supervisor no later than 30 minutes after the employee's scheduled starting time on that same day. If the employee is calling in before start of shift, a message should be left on the District's voicemail. The employee is encouraged to have someone contact the office to notify the District of their absence if the employee is unable to make the call themselves.

Employees who have three consecutive days of absences because of illness or injury must provide the District proof of physician's care.

4. Tardiness

The workday begins at 7:00 am and ends at 3:30 pm. An employee is considered late if he/she reports to work after the scheduled start time. An early departure is one in which the employee leaves before the scheduled end of their shift

5. No Call/No Show

Not reporting to work and not calling in the absence within 30 minutes after an employee's scheduled starting time on that same day to the immediate supervisor is considered a "no call/no show. The Executive Director may consider extenuating circumstance for a no call/no show and has the right to exercise discretion in such cases.

6. Disciplinary

Prescheduled times away from work using accrued vacation, personal, unpaid, or medical leave days are not considered occurrences for the purpose of this policy.

Occurrences are counted in a rolling 12-month period and expire 12 months from the date of the incident. They are defined below:

a) 3 unexcused absences within a 30-day period

Employees who have 3 non-consecutive full sick days within a 30-day period may provide their supervisor with proof of illness or injury from a physician's care to excuse the occurrence

b) 3 unapproved tardy days within a 30-day period

c) No Call/No Show

The first instance of a no call/no show will result in a written Reprimand. The second separate offense may result in termination of employment with no additional disciplinary steps. Any no call/no show lasting three days is considered job abandonment and will result in immediate termination of employment.

Employees that accrue five disciplinary actions regarding unexcused absence and/or tardiness during a rolling twelve-month period may be subject to immediate termination. Progressive discipline may be administered according to the steps below:

- a) First Occurrence: Verbal Warning
- b) Second Occurrence: Written Warning
- c) Third Occurrence: Written Reprimand
- d) Fourth Occurrence: Written Reprimand and suspension without pay
- e) Fifth Occurrence: Subject to Termination

D. OUTSIDE EMPLOYMENT

- District employees may be allowed outside employment, provided that such employment in no way interferes with the performance of the employee's duties at the District and is performed outside the employee's approved work schedule and off the District premises.
- Before accepting outside employment, an employee is required to receive permission from the Executive Director, to ensure that the outside employment is not in violation of the Florida Code of Ethics for Public Officers and Employees § 112.313(7), Fla. Stat. (2022) and will not affect or restrict the employee's availability for work or efficiency in his or her job.
- Unauthorized employment or conflicts of interest that adversely affect the Districts shall be subject to disciplinary action.

E. POLITICAL ACTIVITY

Employees are prohibited from participating in any political campaign for an elective office while on duty, pursuant to § 104.31(2), Fla. Stat. All employees are encouraged to be politically aware and active, and regularly exercise their right to vote.

F. SOLICITATION AND DISTRIBUTION

To prevent disruptions in the efficient operation of the District and interference with an employee's work and the work of others, the following rules apply to the solicitation and distribution of literature on District properties.

1. No one is authorized to solicit, sell, or distribute any literature on District property for any purpose at any time unless permission is granted by the District.

2. Employees may not solicit other employees for membership or subscription for any public or private enterprise or for gifts of any nature during either employee's working time.
3. The circulation or passing of any petition or notices or other printed material among employees during working time is prohibited.
4. Distribution of any literature, pamphlets or other material in work areas is prohibited. "Work areas" includes any area where the work of an employee is performed. "Work areas" does not include employee restrooms or parking lot.
5. Distribution of literature includes the circulation or passing of any petition or notices or other printed material for retention by the employees. Working time includes the working time of both the employee doing the solicitation or distribution and the employee to whom it is directed. Working time does not include lunchtime, break time, time before and after work, and any other time that employees are not scheduled to work.

G. USE OF EQUIPMENT AND COMMUNICATION SYSTEMS

The District provides employees with necessary communication equipment, tools, materials and vehicles to carry out their job assignments. If an employee is assigned any such equipment, it becomes his or her responsibility to exercise care in its use, to preserve the life of the equipment and to observe all safety precautions. Personal use of such District equipment is prohibited.

H. ELECTRONIC COMMUNICATION

- The District's email system is designed to facilitate official District business communication. The system is not to be used for employee personal gain or to support or advocate any non-District related business or purpose. The system is not to be used in any way that may be disruptive, offensive to others, or harmful to morale. All data and other electronic messages within the system are the property of the District.
- Email which is created or received by a District employee in connection with the transaction of official business of the District is considered a public record and is subject to inspection and/or copying in accordance with § 119.011, Fla. Stat. (2022), and is subject to applicable state retention laws and regulations, unless expressly exempted by law. Public records may be destroyed or otherwise disposed of only in accordance with retention schedules established by state retention laws.
- Employees should not use personal e-mail accounts for purposes of conducting District business. District email should not be used to conduct personal business. While incidental personal internet use and communication from a District computer is permitted, such use is subject to disclosure and employees should have no expectation of privacy.
- Employees should not access another employee's files or email accounts, whether they are the District's or personal.
- Under no circumstances may District computers or other electronic equipment be used to conduct illegal activities or obtain, view, or reach any pornographic, or otherwise immoral or unethical internet sites.

- The District reserves the right to access, monitor, and review any communication sent or received using District communications resources. Information obtained during an audit may be disclosed to local, federal, or state law enforcement officials without prior notification of or consent from affected employees.
- If you identify yourself as an employee of the District or if you express views concerning the District on electronic media outlets, then District policies on harassment, discrimination, ethics, and loyalty all apply to behavior on any form of electronic communication. Violations of District policies in postings, emails or websites carry the same consequences as they would if the violations occurred in the workplace.
- Employees may not intentionally intercept, eavesdrop, record, read, alter, or receive other persons' email messages without proper authorization.
- In addition to the prohibited conduct stated elsewhere in this policy, solicitation of funds, political messages, harassing or obscene messages; solicitation for commercial ventures, religious causes, outside organizations, or non-job-related concerns; and other such messages are specifically prohibited.
- All email messages are subject to the District's Personnel Policies and all state and federal rules concerning public records laws, data practices, and human rights.
- It is prohibited to use the District's email system for any unauthorized purpose, including but not limited to:
 - Sending copies of documents in violation of copyright laws or licensing agreements.
 - Sending information or material prohibited or restricted by government security laws or regulations.
 - Sending information or material which may reflect unfavorably on the Districts or adversely affect the District's ability to carry out its mission.
 - Sending information or material which may be perceived as representing the District's official position or any matter when authority to disseminate such information has not been expressly granted
 - Sending confidential or proprietary information or data to persons not authorized to receive such information, either within or outside the District.
 - Sending messages or requesting information reflecting or containing chain letters or any illegal activity, including but not limited to gambling.
- Employee may not use the District's email, internet, or other electronic communication to transmit, receive or store any communications or other content of a defamatory, discriminatory, harassing or pornographic nature. No messages with derogatory or inflammatory remarks about an individual's race, age, disability, religion, national origin, physical attributes or sexual preference may be transmitted. Harassment of any kind is prohibited.

- Disparaging, abusive, profane, or offensive language and any illegal activities – including piracy, cracking, extortion, blackmail, copyright infringement and unauthorized access to any computers on the internet or email are forbidden.
- Employees are prohibited from downloading software or other program files or online services from the internet without prior approval from the IT Department. All files and software should be passed through virus protection programs prior to use. Failure to detect viruses could result in corruption or damage to files or unauthorized entry into the District's systems and networks.
- Violations of the electronics communication policy may result in disciplinary action, up to and including termination.

Attachment E

DATE: August 1, 2022

Proposal Comparison

Vendor Name	Axis Solutions	S Brand Solutions	C4 Strategies, LLC
Address	199 Avenue B NW, Suite 240 WinterHaven, FL 33881	2142 Coral Point Drive Cape Coral, FL 33990	2609 Lanier Road Havana, FL 32333
Phone Number	(863) 204-6118	(970) 208-6633	(863) 234-8983
Quoted by	Andrew Allen, CEO	Sheryl Trent, Owner	Charles T. Chapman IV, Owner

ITEM	Strategic Plan	Strategic Plan	Strategic Plan
QUANTITY	1 Job	1 Job	1 Job
DELIVERABLE/SCOPE OF WORK	<p><i>The District is requesting proposals to develop a strategic plan that includes developing a vision, mission, core values, and strategic goals by engaging citizens, staff, and the Board. The strategic plan will outline the direction and vision for the District for the next five years and beyond. The completed strategic plan should assist the Board in future policy and financial decisions that are aligned with its mission, vision, and values. The consultant should include the process in their response. The proposal will also need to include time to prepare the final document once the agreed upon sections have been developed.</i></p>		
Governmental Strategic Planning Experience	None	City of Grand Junction, Town of WiindSOR, Lee County / North Carolina, US Fish and Wildlife Service / Alaska	City of Naples, Hendry County Board of County Commissioners, Gadsden County Board of County Commissioners
Number of References Provided	(8) References Provided	(5) References Provided	(7) References Provided
Project Completion Date	January, 2023	December, 2022	12 to 20 Weeks
Experience/Tenure Key Personnel	Digital & Brand Strategies, Content Creation, Market Analysis	Certified Master Facilitator, Certified Virtual Facilitator, Strategic Plan Management, Comprehensive Plans, Capital Projects	Legislation and policy analysis, Succession planning, Strategic Planning, Leadership Development, Management Services.
TOTAL	\$13,950.00	\$34,550.00	\$13,000.00
LOWEST QUOTE			\$13,000.00

Notes: Staff is recommending C4 Strategies, LLC based on price and governmental experience.



**PROPOSAL FOR
INDIAN RIVER MOSQUITO CONTROL DISTRICT**

STRATEGIC PLANNING

JULY 25, 2022

RFP #strategicplandevlopment



TABLE OF CONTENTS

SECTION A – About Z Axis Solutions

Contact Information.....	Page 4
Introductory Letter.....	Page 5
About Z Axis Solutions.....	Page 6

SECTION B – Project Understanding

Project Understanding.....	Page 8
Project Approach.....	Page 10
Project Timeline.....	Page 13

SECTION C – Qualifications

Project Team.....	Page 15
Project Portfolio.....	Page 17

SECTION D – Pricing

Fee Proposal.....	Page 20
-------------------	---------

SECTION E – Company Policies

Non-Discrimination Clause and Other Policies.....	Page 22
---	---------

SECTION F – Insurance & Attachments





SECTION A

About Z Axis Solutions



CONTACT INFORMATION

COMPANY:

Z Axis Solutions, LLC

CONTACT:

Andrew Allen, CEO & Co-founder

EMAIL:

andrew@zaxissolutions.com

PHONE:

863.204.6118

LOCATION:

199 Avenue B NW, Suite 240
Winter Haven, Florida 33881

MAILING & BILLING:

PO Box 603
Winter Haven, Florida 33882

WEBSITE:

www.zaxissolutions.com

TEIN:

86-3887517

DUNS:

055497195

EVERIFY:

1746423



Dear Indian River Mosquito Control District Board,

I am excited to share our proposal for the development and delivery of a strategic plan for the Indian River Mosquito Control District. Thank you for giving Z Axis Solutions the opportunity to share how we provide modern business solutions to help you serve your public and meet your mission. We understand this project will benefit from the collaboration of our experience in business and strategic planning, and how to implement this information - together we would be partners in the District's strategic plan success.

The opportunity to provide these services and become a part of this critical project is one we take very seriously, and we appreciate your consideration of our team. Z Axis Solutions is an emerging company with great talent, experience, and knowledge with which we feel we stand out as the right choice for your project. We are based in Winter Haven, Florida, and planning with our team would be in person or virtual, as needed for this project.

Z Axis Solutions is passionate about your project. Every project Z Axis Solutions undertakes benefits from our fresh talent, knowledge, and experience of people who are creators, connectors, and solution masters. Our team stands out because of our commitment to finding the absolute optimum solution for your company's strategies, needs, and goals with responsive collaborations and creative solutions.

Second, we are highly collaborative in our solutions. Z Axis Solutions puts people first in our values internally and when working with our clients. We invest in high-quality talented individuals and partners in the community on our project teams. We listen to your unique needs, respond with a unified solution, and are dedicated to your success when we're finished. The team is adept at working with the public, stakeholders, and partners to ensure an inclusive process.

Third, we provide quality, specialized solutions for companies of all sizes. At Z Axis Solutions we offer varied and scaled strategic plan strategies for your particular needs. Having a specialized focus on business strategies, we understand how to create a strategic plan that produces customized goals and results for businesses of all sizes, industries, and audiences.

We believe the best partnerships are rooted in innovation and the inclusion of partners who work together to create business solutions. We use the inspiration of needs to motivate and challenge our decision-making. We look forward to working through your needs together to provide a well-designed, effective, efficient, comprehensive, and quality strategic plan for the Indian River Mosquito Control District. We hope you choose to partner with Z Axis Solutions and thank you for your consideration.

Sincerely,

Andrew Allen

CEO, Z Axis Solutions

ABOUT Z AXIS SOLUTIONS

We are a full-service non-profit business solutions provider, empowering organizations to realize their goals and focus on what matters to you most.

Z Axis Solutions is a U.S.-based business, established in early 2021 to help companies solve the most complex business problems through results-driven strategies, creativity, and passion for business development. Since its start, Z Axis Solutions has acquired two dozen projects and completed ground-breaking work for clients in business & strategic planning, brand development, lead generation, content creation, web development, digital platforms, and market analysis with our in-house skills. Companies range in lifecycle from startup to mature, with brand refreshes or new product launches. Our core non-profit and government solutions include strategic planning, digital and traditional marketing, and business development. With over 75 years of combined staff team experience, Z Axis Solutions is ready to develop your strategic plan today.

Z Axis Solutions business philosophy is about creating a partnership with our clients who need solutions that we can effectively and efficiently solve. We link strategic planning, business strategy, branding, and messaging all together. We examine what you do, how you do it, who you do it for, and how we can position your organization to be the most successful, meet goals, and provide the best to your public.

We craft a unique partnership with each of our clients, and we believe it takes dedication, respect, and trust. Our process is a holistic project approach, and centers on four phases of development and implementation to ensure we customize a solution to your company's goals – Collaboration, Alignment, Execution, and Assessment. Collaboration is based on clear communication and active listening. Alignment ensures our execution meets our partnership goals. Execution uses organization and transparency to meet deadlines and creative outputs. Assessment binds us to deliver quality, on time, cost effective, and successful results. Our solutions are strategic, measurable, attainable, relevant, and time-bound – SMART strategies, just like SMART goals. And, our strategies are specific to whom you need to reach. We will break down your needs into achievable tasks, with deliverables, and progress phasing to full implementation throughout the entire project. Z Axis Solutions uses many tools throughout our process to deliver a successful plan or project.

The team is comprised of talented, experienced, and skilled individuals to ensure we adhere to quality, budget, schedule, and project goals. We source talent as needed for each project from among our ZAS team and partners to conduct each of our projects. Prior to joining the ZAS team, our executive team worked with governments, non-profits, and public organizations, and have an exceptional understanding of non-profit and government planning, development, and marketing.



SECTION B

Project Understanding



PROJECT UNDERSTANDING

We understand the importance of creating an effective strategic plan to carry out the future vision of the Indian River Mosquito Control District (IRMCD).

Based upon the scope of work and desired outcomes of this project, we feel that Z Axis Solutions has the unique abilities to make your new 5-year strategic plan a success. The ability to carefully envision the future of your organization is critical to its success. Goals orient us towards achievements, and a plan takes your goals one step at a time. With a partner like Z Axis Solutions will ensure your long-range plan has SMART goals – goals that are Strategic, Measurable, Attainable, Relevant, and Time-bound.

As a government taxing district, IRMCD is bound to public accountability, and Z Axis Solutions understands how to deliver a transparent process and plan that is inclusive of community and stakeholder input. The IRMCD provides services and is funded by the public and must ensure the public is a part of the business planning process.

The IRMCD has established quality, scientific-based, and safe mosquito control program that provides relief and management of the mosquito population in the eastern Indian River County. The District has tremendous potential to continue to offer these services and develop future enhancements, improvements, and/or educational outreach for the public within this environmentally conscious region with the aid of a long-range strategic vision.

Z Axis Solutions is pleased to submit a proposal to develop a STRATEGIC PLAN for the Indian River Mosquito Control District. This new plan will envision the future mission, vision, and core values that drive the goals for organizational structure, expenditures, initiatives, and outcomes for public services.

Building on the criteria already established, Z Axis Solutions will work with the IRMCD to collaboratively create a new strategic plan that aligns current activities, operational needs, and future growth. The final product will resonate with the public and internal stakeholders to express that the IRMCD is an essential community environmental partner.

The new strategic process and plan will:

- Provide a creative workspace for stakeholders and partners to share ideas for the IRMCD
- Offer focused solutions to issues and opportunities
- Include important stakeholders, staff and the public as part of the process
- Be transparent and organized to ensure alignment with the public, IRMCD and Z Axis Solutions workflow and finished products
- Affect change across the organization's departments and within the community at large
- Reflect the values of the IRMCD - high quality, scientific, safe, educational, service-oriented
- Represent those values in measurable goals, objectives, and activities
- Utilize SMART goals – strategic, measurable, attainable, relevant, time-bound
- Provide action plans for financial and operational decision making

PRECEDENTS RELATED TO YOUR PROJECT

We will evaluate like organizations to learn how to build our approach to best meet the essential needs of your industry.

Here are a few examples from the environmental, health and public industries.

EXAMPLE from San Mateo County Mosquito and Vector Control District

Mission Statement

To safeguard the health and comfort of the citizens of San Mateo County through a science-based program of integrated vector management.

Vision Statement

We are an agency that protects public health through a science-based program of integrated vector management, which is responsive to the community, and prepared to adapt to new challenges.

EXAMPLE from State of California Structural Pest Control Board

Mission Statement

To protect the general welfare of Californians and the environment by promoting outreach, education, and regulation of the structural pest management profession.

Vision Statement

The Structural Pest Control Board will strive to be the national regulatory leader of pest management.

EXAMPLE from the World Mosquito Program

Vision Statement

Our vision is of a world where everyone can live a healthy life – free from the fear and suffering caused by mosquito borne diseases like dengue, Zika, chikungunya and yellow fever.

EXAMPLE from the Collier Mosquito Control District

Mission Statement

The mission of the District is to provide valuable service to the community through suppression of both disease carrying and nuisance mosquito populations by and through the safest and most economical means available. The District utilizes a variety of methods (IMM) in a manner consistent with the highest level of safety and minimal adverse impact on humans, wildlife, the environment, and non-target organisms.

Vision Statement

Contributing to a healthy, high quality of life in southwest Florida and beyond by upholding public trust, applying sound science, utilizing best practices in mosquito control, economic responsibility, and an enduring search for solutions.

PROJECT APPROACH

We are your thought partner and will enable you to make the most of your operational strategies.

Proposal Project Goals:

- 1. Build Public and Community Support*
- 2. Identify Future Goals and Objectives*
- 3. Provide Organizational Alignment*
- 4. Allocate Organizational Resources*

Z Axis Solutions will develop and implement a Strategic Plan using our in-house talent and creative partners. To accomplish this, the Z Axis Team would work with IRMCD staff and stakeholders to understand the strategic goals for IRMCD by conducting familiarization activities including a full review of prior strategic plans, capital plans, budgets, local taxing structure, assessments, annual reports, organizational services significance and purpose, existing activities, and future needs. We will review communications, organizational documents, and facilities.

Then, Z Axis will work to conduct a community survey and utilize those responses to form a Project Team questionnaire for pre-workshop planning. IRMCD will work with Z Axis Solutions to identify stakeholders, community members, and the Project Team to include in the planning process. Z Axis Solutions will prepare materials for the Project Team Workshop and Community Sessions.

An onsite 2-day workshop will include facilitation of the Project Team through mission, vision, core values, and strategic goals on the first day, and further activities that help us drill down and identify priorities. Stakeholders and internal staff present for this workshop will participate in small group discussions with hands-on activities, visual tools, charts, and thought processes that identify key strategic initiatives.

The Community Session will include a range of white board open questions which we can customize for large or small groups depending on IRMCD's level of desired community participation. The public will be welcome to participate in a charette with specific questions utilized to identify the public's top priorities for IRMCD.

Finally, Z Axis Solutions will write and develop a Strategic Plan draft for review based on all the components and inputs from the sources mentioned above and our own analysis. Following final edits from IRMCD, we will present a Strategic Plan package to include: executive summary, mission statement, vision, goals, objectives, and activities, responsible partners and roles, measurable outcomes, timeline for implementation, budget forecasting & allocation of resources/future needs, and plan tracking. Additionally, a foreword, Project Team recognition, and planning process narrative are included as well.

There are four phases to the Z Axis Solutions strategic planning process:



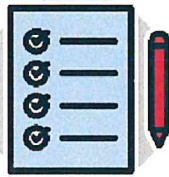
COLLABORATION

Z Axis Solutions will form a partnership with your business to understand what your primary marketing and communications goals are. Whom do you need to reach and why? What problems and challenges are you solving and what opportunities are you creating? What are your company's existing identity, resources, and opportunities?



ALIGNMENT

Our team will formulate a concept design that will be approved by you every step of the way. Our goal is to make sure we do not make any costly mistakes that will cost you time and money!



ASSESSMENT

Our team will provide you with monthly reporting and analysis. We will coordinate with you to develop new strategies as problems arise. Our Experts are dedicated to problem solve your most complex issues while staying on time with all deliverables.



EXECUTION

Z Axis Solutions will build a workflow plan and organize a timeline for deliverables. Our team of experts will coordinate with you and/or your team to effectively deliver what you need and when you need it.

*Every great organization starts with a future **VISION** that inspires the work you do.*

*Your **MISSION** describes what you do to achieve it.*

***VALUES** describe the principles you believe in to carry out your mission and vision.*

COLLABORATION – Z Axis Solutions will form a partnership with IRMCD to understand what your primary strategic goals are. Who should be involved? Where is your organization now? What do you want to accomplish? What do you need to be successful? What problems and challenges are you solving and what opportunities are you creating?

- Situation Analysis – Using stakeholder and partner surveys, Z Axis Solutions will discover the needs, perspective, and opportunities directly from those you serve.
- Industry Audit – Including all public materials, digital platforms and assets, and previously utilized resources, Z Axis Solutions will study the surveys alongside the organizational documents, all marketing materials, messaging, content, and facilities.
- Onsite Discovery – Before or during the first onsite visit or planning session, Z Axis Solutions will tour the IRMCD facilities and important sites with the help of the IRMCD’s leadership team.
- Stakeholder Workshop - As part of the collaboration phase, Z Axis Solutions will lead a planning workshop with set outcomes for all the components of the strategic plan. Members of the Project Team, stakeholders, and other decision makers, along with our team will participate in a range of defined activities aimed at producing the strategies for the final plan.
- Community Session – An open forum will be provided to gather public input. The public will be welcome to participate in a charette with specific questions utilized to identify the public’s top priorities for IRMCD.

ALIGNMENT – Z Axis Solutions will formulate a Strategic Plan draft.

- Strategic Plan Draft – To align findings during the collaborative phase, Z Axis Solutions will present a draft of your new strategic plan. This document will summarize the analysis, stakeholder research, workshop, community session, and our own analysis for IRMCD review and edits.

EXECUTION – Z Axis Solutions will build out the final Strategic Plan package.

- Final Strategic Plan Creative Build Out – Once we find alignment of all the components and language, the Z Axis Team will create a custom designed document to include: executive summary, mission statement, vision, goals, objectives, and activities, responsible partners and roles, measurable outcomes, timeline for implementation, budget forecasting & allocation of resources/future needs, and plan tracking. Additionally, a foreword, Project Team recognition, and planning process narrative are included as well.
- Strategic Plan Presentation – Z Axis Solutions will compile your new plan into a final power point presentation.

ASSESSMENT – Z Axis Solutions will provide a range of plan tracking tools for the IRMCD to evaluate the plan’s progress and achievements.

- Reports – During the process, we will provide you with ongoing communication about the status and scheduling of activities
- Tracking Tools – We will provide you with in print and digital strategic planning dashboards to help you evaluate and measure your progress.

PROJECT TIMELINE

We understand your goal is to move forward, spend time on a thoughtful process, and meet your important deadlines.

Phase 1: Collaboration

Project Phase	Proposed Date
★ Kick Off Meeting	August 2022
Community Survey	August 2022
Questionnaires Sent to Project Management Team	End-August 2022
Questionnaires Sent back to ZAS	September 2022
Organizational Analysis	August 2022
★ Stakeholder Workshop	September 2022
★ Community Open House	September 2022

Phase 2: Alignment

Project Phase	Proposed Date
Strategic Plan Draft	November 2022
Strategic Plan Draft Review Completed by IRMCD	End-November 2022

Phase 3: Execution

Project Phase	Proposed Date
Full Strategic Plan Build Out	December 2022
★ Strategic Plan Presentation	January 2023

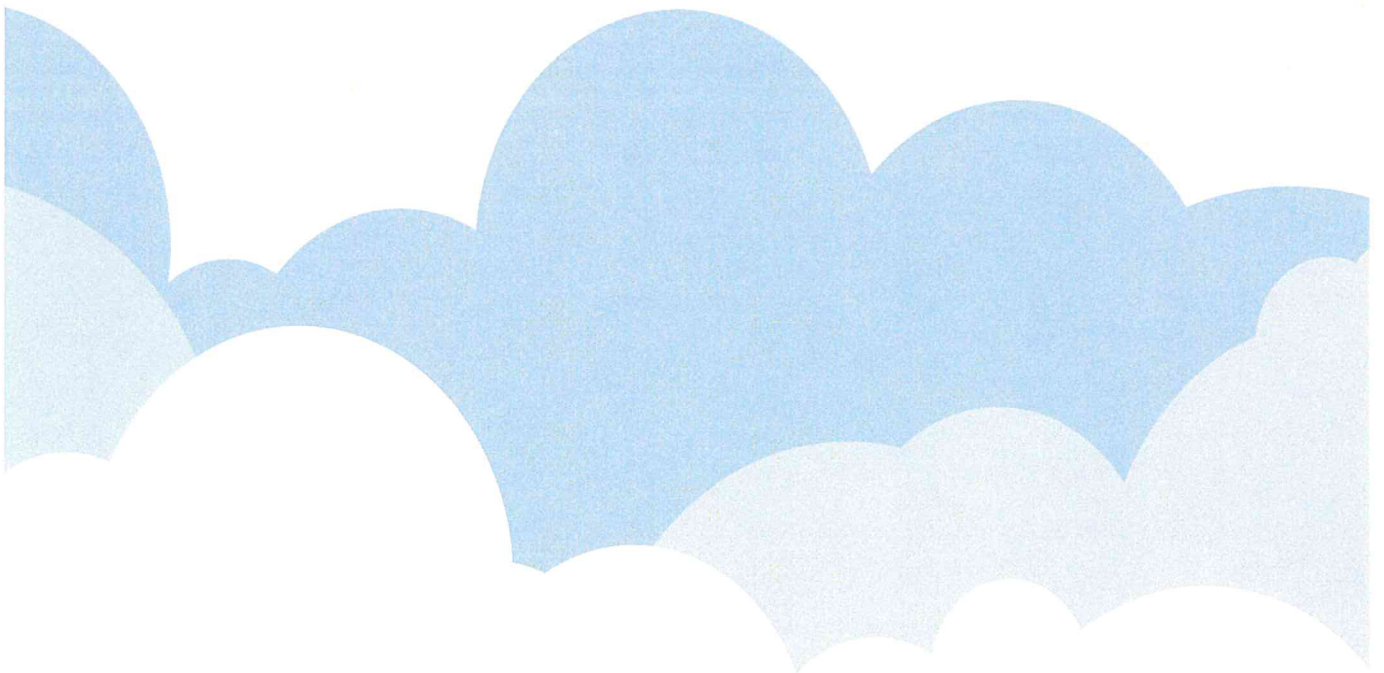
Phase 4: Assessment

Project Phase	Proposed Date
Evaluation of Strategic Plan	JAN 2023 – DEC 2027



SECTION C

Qualifications



PROJECT TEAM

Z Axis Solutions has curated a high-quality team of talented individuals who will listen and provide the best solution for your company.



ANDREW ALLEN
FOUNDER, CEO & CREATIVE STRATEGIST

As a 16-year strategic, passionate, and creative business thought-leader, Andrew Allen is the chief executive of Z Axis Solutions who manages the strategy and innovative business solutions of our project team while focusing on client management and project facilitation. Responsibilities include oversight of the creative strategy, software development and acquisitions for client systems, and content and web development for all projects. Andrew works to ensure our projects are uniquely tailored to meet the needs of each client, meet the goals of each project, and executed with excellence. Andrew received his bachelor's and master's degrees from University of South Florida in creative arts.

RELEVANT EXPERIENCE: Business Development & Brand Strategy, Identity & Planning



JENNIFER D'HOLLANDER
PROJECT SPECIALIST

With 24 years of professional experience in non-profit management, Jennifer D'hollander is an expert at business planning and development, marketing, and public administration. Responsibilities include project management, business strategic development, business positioning, strategic planning, and content development. Jennifer works to ensure the services Z Axis Solutions provides align with the needs of our clients and leads strategic planning services for our non-profit and government customers. Jennifer received her bachelor's degree in English literature from the University of Central Florida.

RELEVANT EXPERIENCE

Strategic Business Planning, Non-profit Management, Fundraising & Positioning, Marketing

PROJECT TEAM cont.



DYLAN JOLLY
PROJECT MANAGER, PMP®

As a 14-year professional and master workflow organizer, Dylan works to ensure excellent client communications, team responsiveness, and adherence to the project deadlines, deliverables, and budgets. Responsibilities include oversight of client information systems, internal project management systems, and communications. Dylan has a bachelor's degree in Business Management and Supervision from Palm Beach State College and a master's degree in International Markets from the University of Rovira i Virgili in Tarragona, Spain.

RELEVANT EXPERIENCE: Project Management Software, SOP Creation & Staff Training, Workflow Management, Communications



BEN MANGUM
CREATIVE DIRECTOR

Ben Mangum serves as our creative director, providing our team with a versatile set of skills that includes video production, brand strategy, and digital marketing. He ensures that ZAS and our clients' goals align to help bring their vision to life. Along with brand strategy, he helps produce a variety of content that lives on our clients' social media, websites, and ad campaigns. Ben is an expert at creating content designed to get noticed and get results for your business goals.

RELEVANT EXPERIENCE: Digital & Brand Strategies, Content Creation, Market Analysis

Resumes for the project team are attached.

PROJECT PORTFOLIO

Z Axis Solutions team has completed a variety of customized, strategic, and comprehensive business plan solutions for start-ups and large businesses.

Although our company is still emerging, we have built a powerful team with a wealth of in-depth experiences working in a variety of public and private sector industries. We have selected a few project examples to demonstrate our team's business and strategic planning capabilities, and that have relevance to the IRMCD project.

Lake Wales History Museum

Strategic Plan Writing & Facilitation – Jennifer D'hollander

A full strategic plan was designed by a 3rd party consultant under the direction of Jennifer D'hollander who wrote the mission, vision, core values, identified audiences, site plan, building history, guiding principles for planning process, strategic goals, objectives, and audience groups identification

Completed November 2018

Contact: Jennifer Nanek | Lake Wales, Florida | jnanek@lakewalesfl.gov | 863.678.4182

Sample-McDougald House Museum

Strategic Plan – Jennifer D'hollander

A full strategic plan was facilitated, written, and designed by Jennifer D'hollander that included the mission, vision, core values, site plan, building history, guiding principles for planning process, strategic goals, objectives, and activities

Completed August 2017

Contact: Dirk DeJong | Pompano Beach, Florida | dirk@furmaninsurance.com | 954.943.5050

Recycling and Solid Waste of Lee County

Strategic Communications Plan – Z Axis Solutions

Z Axis Solutions will develop and implement a comprehensive communications plan for the brand awareness of Lee County, Florida's Recycling and Solid Waste Services Department using our in-house talent and creative partners. The campaign goals are to create increased motivation for people living and visiting Lee County recycle and reduce waste. Z Axis Solutions will develop, plan, and execute a full digital marketing plan for (3) three years. To accomplish the development of these new products, the Z Axis Team will work with Lee County through strategic planning sessions to discover, identify, and plan the campaign. The new plan will include content creation, brand development, business plan positioning, and graphic design.

In Progress - 2025

Contact: Molly Schweers | Fort Myers, Florida | mschweers@leegov.com | 239.533.8001

Bok Tower Gardens

Capital, Master, and Strategic Plan – Jennifer D'hollander

A 5-year capital, master, and strategic plan was created using 3rd party consultants, of which Jennifer D'hollander was a key member of the project planning team as a staff member of Bok Tower Gardens. Her leadership included leading and participating in strategic, concept, schematic, and construction design planning stages throughout the five-year planning process.

Completed September 2016

Contact: Joan Thomas | Lake Wales, Florida | jthomas@publicgardens.org | 610.708.3011

Promo Applications

Business & Communications Plan – Z Axis Solutions

Z Axis Solutions created a business model and positioning for this emerging company with a business plan, brand positioning, brand identity, full website, and strategic communications plan. This was an original brand launch for a new company to focus on lead generation for potential clients and introducing this product to the mainstream event services providers. We created and oversaw a Launch Party for the app at Winter Haven’s Historic Ritz Theater. The event generated an attendance of over 200 people and 24 potential client and event influencer contacts.

Ongoing

Contact: George O’Neill | Winter Haven, Florida | george@promoapplications.com | 863.978.8153

Silver Properties

Communications & Marketing Plan – Z Axis Solutions

Z Axis Solutions manages the website, lead generation, social media, and content creation for this local real estate company in Winter Haven, Florida. The account has a goal of trying to promote local events throughout Winter Haven, Florida, as well as ensuring that the content is well-balanced and promotes both the company, the advancement of the area, and its growth. In progress.

Ongoing

Contact: Steve Kalogridis | Winter Haven, Florida | skalogridis@silverpropertieswh.com | 863.205.7152

Lakefront Investment Group

Re-branding Campaign, Communications & Marketing Plan – Z Axis Solutions

Z Axis Solutions is developing and implementing a business repositioning/rebranding campaign for the Lakefront Investment Group using our in-house talent and creative partners. The company’s goals are to create increased brand awareness through lead generation with fresh messaging, logo and digital content. To accomplish the development of these new products, the Z Axis Team will work together with Lakefront through branding sessions to discover, identify, and strategize a new brand.

Ongoing

Contact: David Small | Winter Haven, Florida | david@dreamhomecentralflorida.com | 407.601.8351

Landfillter

Company Positioning Statement – Z Axis Solutions

Z Axis Solutions worked with Landfillter to develop a business strategy and position for the company’s developing products. We re-oriented the company’s work to highlight the benefits of their products to the public and governments they aim to serve by creating a three-tiered position. To accomplish the development of this positioning statement, the Z Axis Team, led by Jennifer D’hollander, worked with the Landfillter leadership to identify and strategize the company’s purpose.

Completed May 2022

Contact: James Alexander | Winter Haven, Florida | james@landfillter.com | 403.918.6284



SECTION D

Pricing



PROJECT FEES

We work closely with your team to ensure the scope of services outlined in this proposal do not exceed your project budget.

Phase 1: Collaboration – (45 Hours)	\$6,750.00
Familiarization & Organizational Review	
Community and Stakeholder Surveys	
Workshop and Community Charette	
Phase 2: Alignment (5 Hours)	\$1,200.00
Plan Draft	
Phase 3 & 4: Execution & Assessment (40 Hours)	\$6,000.00
Plan Development	
Document Creation	
Evaluation Tools	

TOTAL PROJECT FEES **\$13,950.00**

Services that are NOT provided as part of this proposal, can be provided at an additional rate of \$150/hour, and include:

- Evaluation Session and Review
- Plan Updates
- Company Positioning Strategy Sessions and Statements
- Further Development of Activities for Capital Campaign, Case for Support, or Feasibility Studies

Clients are invoiced on a monthly basis.

Travel to Indian River County is included in our fees.



SECTION E

Non-Discrimination Clause



NON-DISCRIMINATION CLAUSE

Z Axis Solutions does not discriminate against any individual because of race, religion, sex, sexual orientation, gender identity, pregnancy, color, age, physical or mental disability, military status, national origin or religion, citizenship or immigrations status, or other characterizations protected by law. Equal employment opportunity includes, but is not limited to, hiring, training, promotion, demotion, transfer, leaves of absence, and termination. Z Axis Solutions takes allegations of discrimination, harassment, and retaliation seriously, and will promptly conduct an investigation when such behavior is reported.

ADDITIONAL COMPANY POLICIES & VALUES

MISSION AND VISION

Z Axis Solutions, LLC's mission is to provide custom, innovative, and effective business solutions for organizations of all types and sizes.

VISION

Solutions to keep your business focused on what matters most to you.

CORE VALUES

Creativity | Integrity | Efficiency | Effectiveness | People-focused

QUALITY ASSURANCE POLICY

Z Axis Solutions' quality assurance policy is extensive and collaborative. We go through several layers of editing to ensure the end product is accurate and high quality. Our quality assurance process is meant to prevent any careless errors or mistakes, include redundant checking, and aim to preserve the original project unless deemed necessary. Our team has a positive record of producing quality content and is dedicated to upholding this core value of our company. The Z Axis Solutions team is highly motivated and dedicated to ensuring our work value is upheld, and we stand by our efforts to do so. Our quality assurance process is simply another way to make sure those standards are met.



SECTION F

Insurance & Attachments



Request for Taxpayer Identification Number and Certification

Give Form to the
 requester. Do not
 send to the IRS.

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type. See Specific Instructions on page 3.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Z Axis Solutions, LLC	
	2 Business name/disregarded entity name, if different from above	
	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input checked="" type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) ▶ _____	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ (Applies to accounts maintained outside the U.S.)
	5 Address (number, street, and apt. or suite no.) See instructions. 199 Avenue B NW, Suite 240	Requester's name and address (optional)
	6 City, state, and ZIP code Winter Haven, Florida 33884	
	7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number										
or										
Employer identification number										
8	6		-	3	8	8	7	5	1	7

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ▶	Date ▶ 7/15/22
------------------	----------------------------	-----------------------

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 05/16/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW...

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement...

Table with PRODUCER (Edward Lamb & Associates, Inc.) and INSURED (Z Axis Solutions LLC) information, including contact names, addresses, phone numbers, and insurer details (Ohio Security Insurance Company, Amtrust North America).

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES...

Main coverage table with columns: INSR LTR, TYPE OF INSURANCE, ADDL INSD, SUBR WVD, POLICY NUMBER, POLICY EFF, POLICY EXP, LIMITS. Rows include Commercial General Liability, Automobile Liability, Umbrella Liability, Workers Compensation, and Business Personal Property.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER / CANCELLATION section. Includes fields for cancellation notice and an authorized representative signature area.

Andrew Allen

CEO

Andrew Allen
908 Perrin Ave NW
Winter Haven, FL 33881

863.204.6119
andrew@zaxissolutions.com

Skills

Highly creative and enthusiastic executive with proven experience in management, leadership, marketing, programming, and fundraising. Well-versed in revenue development, facilitating projects, customer service, branding, digital strategy, and public relations.

Experience

Z Axis Solutions, LLC/ Co-founder & CEO

August 2021 - PRESENT, Winter Haven, FL

The current position includes the executive and creation direction of a multifaceted consulting company that provides creation, execution, and oversight of specialized business services. Daily tasks include the planning and execution of all client services, staff management, development and oversight of all budgets, and execution of all media and public relations.

Lake Wales Arts Council / Executive Director

March 2018 - August 2021, Lake Wales, FL

This position included the creation, execution, and oversight of all Lake Wales Arts Council initiatives. Daily tasks included the planning, marketing, and execution of all programming at the Lake Wales Arts Council. Other duties consisted of management of staff and faculty, development and oversight of all budgets, execution of all community outreach initiatives and fundraising initiatives, design and implementation of all education strategies, and maintaining all technology software, including ticketing platform, communications, website, membership solutions, and social media.

Lake Wales Charter Schools / Band Director and Education Consultant

August 2011 - July 2015, Lake Wales, FL

The position included the development of student recruitment programs, system-wide performing arts curriculum design and implementation, grant writing, and coordination with civic leaders and collegiate professors in the Polk County area. Other duties included the management of a parent-lead fundraising association, development of a community outreach program for disadvantaged students, and oversight of all Lake Wales High School performing arts classes.

Coverville Records / Recording Artist

November 2011 – March 2018, Arvada, CO

The position included design, creation, and producing of 5 studio albums. Duties included composition, fundraising, tour management, licensing and copywriting, publishing, and marketing.

Self-Employed / Composer

June 2007 - February 2018, Lakeland, FL

Developed and composed a variety of music for clients, including current syndications with Clear Channel Communications and CBS.

Education

University of South Florida / M.M. Jazz Performance

August 2015 - May 2017, Tampa, FL

Graduated with a 4.0 GPA. Teaching Assistant for the USF Jazz Studies Department. Duties included undergraduate ensemble direction, undergraduate curriculum design, guest artist liaison, social media marketing, and joint-oversight of a robust online survey class.

University of South Florida / B.M Jazz Studies

August 2007 - May 2011, Tampa, FL

As a bachelor's student, I developed an understanding of music, innovation, and culture. I was exposed to many different genres of music, and I was fortunate to perform with many musically diverse ensembles during my time there.

Accomplishments

-
- Generated over \$500,000 in earned and contributed income for the Lake Wales Arts Council.
 - Created a new education initiative that hosted over one-third of the entire k-12 student population in the Lake Wales area. Education initiatives include visual and performing arts classes for students ages 6-18. Offerings included after-school elementary fine arts programs, homeschool fine arts programs, middle and high school classical and jazz ensembles, fine arts college fair, masterclasses, and multiple week-long fine arts workshops. Interviewed, trained, and supervised 13 faculty members and 35 volunteers during the 2018-2019 season.
 - Revitalized the longest-running arts festival in Florida, and led over 100 staff, volunteers, and artists during the 3-day event. Generated over \$100,000 in income for the event.
 - Signed with Coverville Records in 2011. Arranged and recorded officially-licensed music from DISNEY, Paramount, Nintendo, Sony, Microsoft, and LucasFilm. Toured domestically and internationally, including headlining performances in Dusseldorf, Koln, Las Vegas, and Utah.
 - Composed music for a variety of industry clients, including CBSi, Discovery, Clear Channel Communications, Frogpants, and Twitter.

JENNIFER D'HOLLANDER

79 SUNSET VIEW DRIVE | WINTER HAVEN, FLORIDA 33884
863.221.2518 | JENNIBEAM@YAHOO.COM | [linkedin.com/in/jenndhollander](https://www.linkedin.com/in/jenndhollander)

ABOUT

I am a dedicated, passionate, results-based museum executive with 24 years of progressively responsible leadership at high-quality, cultural-based tourist and regional destinations in the state of Florida.

ACCOMPLISHMENTS

- Capacity Building/Long Range Planning – Completed six strategic plans; Restructured departments and operations at three organizations to increase effectiveness of staff, implemented new strategic framework for increased educational and public engagement, and fund building to cultivate donors
- Fund Development – Wrote 1st ranked Division of Arts and Culture state grant; Wrote and secured federal, state, regional, corporate and foundation grants; secured corporate sponsorships and private donations; launched and completed 1st capital campaign for Lake Wales History Museum; Facilitated department budgets of \$1.5 MIL and structure changes that increased earned income for historic home tours, special events, group sales, rentals, and weddings
- Historic Preservation & Major Projects – Successfully managed the 10-month city-museum partnership transition for the Lake Wales History Museum. Carried out the capital campaign for the restoration of the 1916 Seaboard Airline Freight Station, Lake Wales, FL; and was a key member of the 5-year project management team for the \$16MIL expansion project at Bok Tower Gardens, Lake Wales, FL
- Administrative Infrastructure – oversaw installation and migration of software systems to PastPerfect, CatalogIt, Blackbaud's Altru, and Quickbooks. Managed accounting controls, hiring, firing, training, and evaluation of personnel, responsible for 1st response team to safety and security issues and threats, and ensured safety and security of visitors, staff and volunteers. First-aid, AED, and CPR trained and has performed in real life.
- Partnership Management - Built strong partnerships with leading community organizations, major stakeholders, businesses, government, and educational partners to secure donations and deliver programs
- Programming – Researched, developed, planned, and implemented hundreds of new and reoccurring programs and events including, but not limited to, tours, lectures, music concerts, receptions, fundraisers, silent auctions, film presentations, holiday and seasonal campaigns, art exhibits and workshops, festivals, value-added daily activities, wellness events, theatrical presentations and more
- Marketing & Public Relations – Wrote and secured cultural marketing grants producing \$150K to increase paid media, promotional and online advertising; Wrote press releases and acted as key TV spokesperson for events
- Exhibits & Collections – Produced original historical and art exhibits, selected and managed traveling exhibits

EXPERIENCE

Director of Business Development *Z Axis Solutions, Winter Haven, FL* *March 2022 – present*
Hired to create a new non-profit and government division for consultant business services. Create and develop company strategic positioning for non-profit services, government contracts, and private companies. Write company proposal responses for client acquisition and government contracts. Mentor and provide guidance to new staff. Develop workflow and process for prospecting and procurement of government contracts and client proposals. Utilize regional relationships to leverage marketing opportunities.

Executive Director *Lake Wales History Museum, Lake Wales, FL* *January 2018 – March 2022*
Provide overall museum leadership and direction; Develop policies, practices, training, and inspiration to assure excellent operations of four historic buildings and three train cars, collections, educational programs & special events; Fundraise for programs, events and capital projects; Implement the annual budget and accounting; Work with and enforce policies of the City of Lake Wales and advisory boards; Oversee and manage museum staff; Serve as spokesperson for the organization; Oversee marketing and public relations; Develop and implement an educational and event program calendar of events

Executive Director *Sample McDougald House, Pompano Beach, FL* *February 2017 – January 2018*
Provide overall museum leadership and executive direction for the excellent operations of 1916 historic home, collections, educational programs & special events; Fundraise, write grants and secure earned revenue; Write and implement the annual budget, accounting controls and proper fiscal management; Direct and implement the fundamental and overarching strategic vision and plan; Work with and enforce policies of the Board of Directors and committees; Develop and implement an annual fundraising plan; Serve as spokesperson for the organization and clearly articulate the mission and activities of the organization to the media, funders, community partners/leaders and other stakeholders; Oversee marketing, branding and communications plan; Develop and implement an educational and event program/calendar of events for all ages

Director of Visitor Services & Programs *Bok Tower Gardens, Lake Wales, FL* *October 2006 – October 2016*
Develop policies, practices, training, and inspiration to assure excellent visitor experience; Direct and supervise the operations of visitor services, volunteer program, ticketing and registrar, wedding & rental program and venues, programs & events, and historic Pinewood Estate & Gardens with a staff of 15; Provide executive leadership to design and administer direction, standards and practices of the Gardens operation, staff training, day-to-day supervision, performance appraisal, problem resolution, etc.; Supervise and prepare multiple project and capital budgets; Work with other department heads, staff and the Board of Directors to plan and implement projects and goals; Work directly with the Development Director to strategize, research and write grants, plan fundraising events, cultivate donors and diversify funding sources; Ensure visitor safety; monitor and enforce campus security

Director of Education & Exhibits *Young At Art Museum, Davie, FL* *September 2005 - September 2006*
Direct the development, implementation and supervision of the Museum's external educational programming; Supervise, train, recruit and account for the educational staff of 15-20 individuals; Work together with the Museum Team to oversee daily operations including changing and permanent exhibits installation, maintenance, and museum floor needs; Oversee and manage department budget; State, county, and local grant writing, defending, and management including grants; Oversee the operations of ArtREACH homeless education program

Education & Exhibits Coordinator *Maitland Historical Society, Maitland, FL* *October 1998 - August 2005*
Direct all educational programming for children and adults; Direct museum exhibits including fabrication, layout and design, research within and outside of permanent collection, installation, and exhibit schedule; Design and manage in-house publications; Membership coordination, planning, and institutional advancement; Curatorial experience in PastPerfect, object handling & preparation for exhibits, archival research and cataloging; Grants writing and defending; Planning and promoting special events

PROFESSIONAL ACTIVITIES

CFRE in progress

Polk Arts & Culture Alliance, Board of Directors, Member

State of Florida, Division of Arts and Culture, Grant Panelist 2007, 2019, 2020 & 2021

Junior League of Winter Haven, Member

Florida Connecting to Collections, Institutional Participant

Lake Wales Chamber of Commerce, Member, Leadership 24 Member, and Leadership 25 Coordinator
American Association of Museums, Member
Florida Association of Museums, Former Secretary of the Board of Directors, Member for 24 years
American Public Gardens Association, Former Institutional Member
University of Central Florida Alumni Association, Member
Young At Art Museum, Women of Vision 2006
Institute of Museum & Library Services, Grant Reviewer 2004, 2005

AWARDS

Florida Association of Museums, 2018 & 2019 Scholarship Recipient
Florida Association of Museums, 2013 Outstanding Mid-Career Professional Award
United Arts of Central Florida, 2005 Professional Development Grant Recipient
AAM, Museum Management Committee, 2005 Scholarship Recipient
AAM, Small Museums Administrators Committee, 2004 Scholarship Recipient
Florida Association of Museums, 2004 Innovator Award

SKILLS

Proficient experience with: Microsoft Office including Outlook, Word, Excel, PowerPoint, Publisher, Acrobat 5.0; PastPerfect; CatalogIt; Sage Fundraising Software; Altru by Blackbaud; QuickBooks; Internet and Social Media Platforms; Asana workflow software; Slack; Former proficiency with: Adobe Creative Suite including InDesign and PhotoShop

EDUCATION

University of Central Florida, Orlando, FL
Bachelor of Arts - English Literature Awarded 2001

Valencia Community College, Orlando, FL
Associate of Arts – General Studies Awarded 1996

Flagler College, St. Augustine, FL (1996-1997)
Education – General Studies

REFERENCES FURNISHED UPON REQUEST

Dylan L. Jolly

dylan.l.jolly@gmail.com

+1 561 909 7972

<https://www.linkedin.com/in/jollydylan/>



Executive Director / Operations

Leadership – International – Creativity

Visionary business development leader with solid financial acumen, I have 10+ years of initiating and delivering sustained results and effective change for Fortune 500 firms across a wide range of industries including e-commerce, food retail, warehousing, and behavioral health. Major experience lies in strategizing and leading cross-functional teams to bring about fundamental change and improvement in strategy, process, and profitability – both as a leader and expert consultant.

CORE PROFICIENCIES

Profit & Loss Mgmt. | Research & Strategy | Adobe CC | Cross-cultural Comm. | Business Development | Operations Mgmt.
Emotional Intelligence | Salesforce | Process Improvement | Budgeting & Cashflow | Change Mgmt.

Global Span: USA | Europe | Asia

EDUCATION

M.Sc. in International Markets
Universitat de Rovira i Virgili (Spain)

B.A.S. in Business Supervision & Management
Palm Beach State (USA)

CAREER CHRONOLOGY & ACHIEVEMENTS

Kilter Salesforce Consulting – Executive Director

(February 2021 – Current)

- Developed & cultivated lucrative relationships with both new and existing HNWI's through effective communication and exemplary interpersonal skills: increasing revenue by 20% over the course of 6 months.
- Reduced expenses by 25% via outsourcing, negotiating customer contract agreements, and project tracking systems overhaul.
- Advised companies on customer service and Customer Relationship Management best practices.
- Responsible for overseeing financial statements to ensure adequate cash flow, financial leverage, and investment opportunities.

Amazon – Area Manager

(December 2020 – April 2021)

- Lead 250+ associates & 5 salaried managers in a 500,000 sq ft fulfillment center processing 300,000 orders / day.
- Implemented an innovative employee incentive program resulting in a 16% increase in staff productivity.
- Collaborated with global logistics team inflow & outflow operations to reduce late PRIME shipments by 5%.
- Consistently surpassed high KPI targets such as order lead time, carrying cost of inventory, rate of returns/damage, etc.
- Performed regular GEMBA Kaizen walks and perpetuating a passionate culture for continuous process improvements.

Aid In Recovery – Operations Manager

(September 2015 – June 2018)

- Integral in the grand opening of three new behavioral health centers in California, Arizona, and Florida.
- Developed a new department from scratch via hiring, training, and department policies & procedures creation/implementation.
- Increased admission/treatment completion rate by over 30% in one yr. through commission restructuring and facility auditing.
- Recognized potential impacts of internal and external challenges to multi-million-dollar projects and developed action plans to minimize effects to the project scope, project schedule, and project costs.

Publix – Customer Service Manager

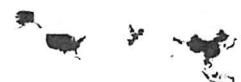
(May 2008 – September 2015)

- Purchased/ordered merchandise & capital for a \$1M /wk. retail store.
- Raised in-store charitable donations by 25% through charity partnerships, marketing campaigns, and employee empowerment.
- Forecasted weekly labor, payroll, and sales goals based on YOY & historical/current trend analysis according to P&L targets.

VOLUNTEER & TRAVEL

United Way Emerging Leader Society: Aiding local non-profits with hands-on involvement.

International Travel (3 yrs.): Supporting local businesses across Europe, the Middle East, and Southeast Asia including the production and execution of internationalization strategies for the cross-national expansion of an English teaching studio.





BEN MANGUM

Creative Director

PROFILE

I am video producer and content strategist based in Central Florida. I have been making videos since I was a kid, and I love telling the stories for our local business community. Seeing businesses thrive through the work I produce for them is the most fulfilling aspect of my job. I enjoy learning new things in the digital world, which challenges me to find the best marketing solutions for our clients.

CONTACT

PHONE:
352-484-9393

EMAIL:
Benmangum12@gmail.com

HOBBIES

I love playing sports, enjoy the outdoors, and traveling to new places.

WORK EXPERIENCE

Z Axis Solutions, Creative Director

January 2022 – present

Create content for and publish all digital marketing materials including podcasts, blogs, vlogs, videos; Develop new business strategies; Work with clients to complete marketing and media deliverables

Blueprint Productions, Owner/Creative Director

January 2019 – present

Video production, editing, and publishing

PROFESSIONAL AFFILIATIONS

Business Networking International of "Profit Makers, Past President

December 2019 – January 2022

How To Sell Video Production Services Facebook Group, Committee Member

August 2021 - present

Main moderator for 7,000+ videographer member group; Publish and lead video business webinars and sessions; Provide feedback to members, and mentor emerging professionals.

SKILLS

Brand Development & Strategy

Video Production & Editing

Streamyard Remote Podcasting

Proficiency at Adobe: Premiere Pro, After Effects, and Photoshop

EDUCATION

Lake Weir High School

Diploma Received 2015

SBRAND SOLUTIONS

PROPOSAL FOR INDIAN RIVER MOSQUITO CONTROL DISTRICT

STRATEGIC PLAN SERVICES



Strategic. Sustainable. Success.

📍 2142 Coral Point Dr. Cape Coral, FL 33990
🌐 www.sbrandsolutions.com
📧 @sbrandsolutions.com | (970) 208-6333

📘 www.facebook.com/SBrandSolutions
🌐 www.linkedin.com/company/sbrand-consulting

{SBrand}
HELPING YOU FILL IN THE BLANKS

SBrand Solutions, LLC

Respondent Name

Sheryl Trent, Owner
(970) 208-6633
sheryl@sbrandsolutions.com

Website

www.sbrandsolutions.com

Mailing Address

2142 Coral Point Drive
Cape Coral, Florida 33990

Name and Title of the person from the organization with authority

Sheryl Trent, Owner



July 15, 2022

Lisa Ridley, Finance Director
Indian River Mosquito Control District
5655 41st Street
Vero Beach, FL 32967

Response to Indian River Mosquito Control District

Dear Ms. Ridley,

SBrand Solutions is pleased to present our qualifications to be the strategic planning partner for the Indian River Mosquito Control District. SBrand is uniquely qualified for this project based on our experience, background, expertise, and passion. We are professional facilitators specializing in working with local government agencies (including many independent taxing districts) in strategic planning, organizational development, and community, staff, and board engagement. The team associated with this project has vast experience working with a wide variety of clients, including diverse communities across the country. We use a proven methodology that is customized to you, and our approach as your strategic partner results in a collaborative process and framework and for your strategic plan and implementation plan.

I bring over 28 years of strategic planning management for local governments (as both an employee and a consultant), and I have a unique skill set that will guide your team to great results. As one of fewer than forty Certified Master Facilitators® in the world, my team and I will utilize our expert skills in strategic planning and facilitation to guide the creation of the framework for the future. During this unusual time of ongoing public health concerns, we also wanted to highlight our expertise in virtual facilitation – I am a Certified Virtual Facilitator™ (as is everyone on my staff) and we have facilitated virtual meetings from small team groups to large community meetings with over 100 participants. I am also certified by Cornell University in Diversity and Inclusion and bring that background and approach to our work.

We understand that Indian River Mosquito Control District is seeking a consultant to partner with your team and guide you in the design of a strategic planning process that includes your staff, board, and community. The result would be a visionary 5-year strategic plan framework document developed with input from these identified audiences.

We adapt our approach to each client: We believe in meeting our clients where they are, offering advice and ideas, giving guidance and strong recommendations when needed, and ensuring ongoing sustainability through templates and support. We know how important the stakeholder and partner input is in creating the new strategic direction. Because of this we offered a robust community engagement phase that is drive by perceptual and analytical data, but we are also open to discussing expanding or contracting our services based on your budget.

If you need more information, we would be happy to meet with you and share more details at your convenience. Our proposal is flexible, and we can respond to your financial needs. Thank you for your consideration of our proposal. I look forward to hearing from you - we are excited about the prospect of working with you and your team!

Sincerely,



Sheryl Trent, Owner
Certified Master Facilitator®, Certified Virtual Facilitator™
2142 Coral Point Drive
Cape Coral, Florida 33990
sheryl@sbrandsolutions.com
970.208.6633
www.sbrandsolutions.com



{Executive Summary}

We have a unique perspective on creating your strategic plan, and an innovative (and proven) method of inclusive and participatory engagement. Coupled with our expertise in facilitating strategic plans, we bring a unique perspective and expert level of skill to our work. Our plans are not created by us, sitting in our offices in a vacuum – they are created in a collaborative partnership with you and your team, partners, and stakeholders.



In short, here is our methodology: through a customized facilitated process we engage with your Board, staff, partners, and community. These stakeholders have diverse backgrounds, unique perspectives, cultural differences, and divergent views of the future, and we will create alignment using shared values and consensus on the vision for the future.

Their feedback and input drives the development of an actionable, realistic strategic plan that has measurable outcomes.

Our recommended methodology includes four main phases, multiple meetings and on-site visits (we will adapt to a virtual environment as needed):

Phase 1: Launch the project based on collaboratively designing a customized process including a Project Management and Engagement and Outreach Plan.

Phase 2: Research and review documents; engage your constituency and stakeholders (internal and external) through online surveys, personal interviews, and focus groups; and determine any unique, innovative outreach methods and approaches.

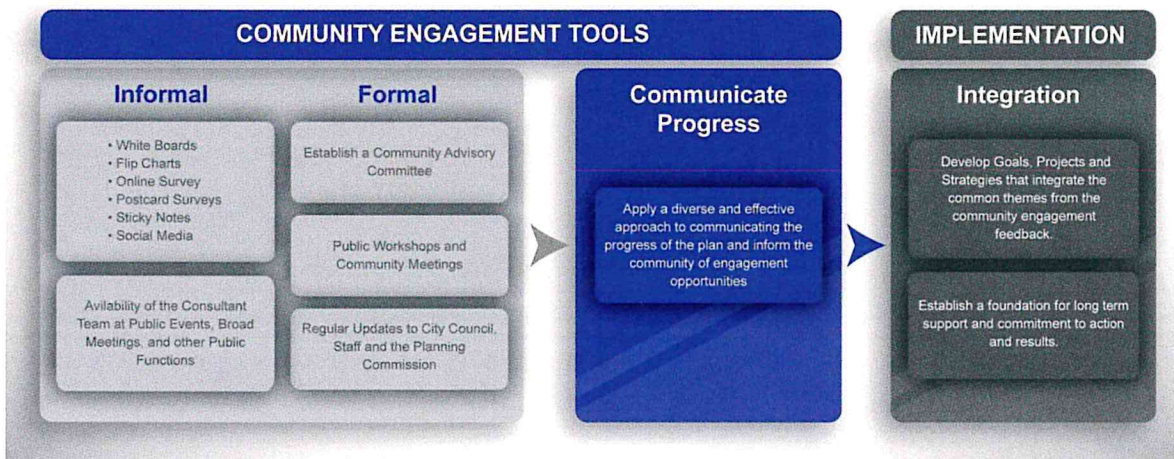
Phase 3: Facilitate strategic planning sessions and implementation meetings.

Phase 4: Create your strategic planning and implementation documents with actionable, realistic, and measurable long-term results. The documents will include a reporting and tracking process.

The **Implementation Matrix** will have realistic action steps tied to accountability with measurable outcomes. We will also present an **Executive Summary** with specific recommendations for budget, policies, procedures, and guidelines to adopt for the implementation of the Plan.

The facilitated meetings are the **heart** of the process and will be the foundation for the components of your strategic plan. The meetings are designed to build understanding, collect diverse feedback, create support for the goals and priorities, and engage the stakeholders in the decision-making process.

Connecting with your board, staff, stakeholders, and community to determine expectations, discover potential conflicts, and create alignment is a critical part of the methodology. Our goals are to collaborate and empower the participants during the process, which will create strong support, understanding, and accountability for the strategic plan.



SBrand Solutions provides a full level of personal and administrative support to complete the project. The attached spreadsheet has more detail about the phases, tasks, timing, and proposal cost. We understand budget constraints and have offered our best advice on an approach that has proven to be successful with other clients.

Based on our proven approach and ability to engage your stakeholders in creating an understandable and realistic strategic plan, you will have all the tools for a successful future. We appreciate the opportunity to share more about our methodology and our team with you.



{Statement of Qualifications: Why SBrand Solutions?}

Formed in 2011 by Sheryl Trent, SBrand Solutions has a unique expertise in working with public agency clients to solve problems and “fill in the blanks”. As a professional facilitation firm, we partner with your team through solutions and implementation. We have five areas of expertise:

- ✓ **Consensus Focused Facilitation**
- ✓ **Results Based Strategic Planning**
- ✓ **Systematic Organizational Assessments**
- ✓ **Collaborative Team Development**
- ✓ **Inclusive Community Engagement**

This is what makes us different: We have a unique perspective on creating strategic plans, and an innovative (and proven) method of stakeholder and community engagement. Driven by our expert professional facilitation, the information and feedback we gather will create a strategy for the future of the organization. We always use a strategic framework and proven methodology that not just encourages but requires diversity, equity, and inclusivity to get the best result. Our philosophy is that “None of us is as smart as all of us” and that lens is applied to all facets of our approach.

We know how to ask the right questions, framed in the right way, with the right people in the room (the R3 principle). The SBrand team is a diverse group of professionals with expertise in a wide range of areas including government finance, economic development, community development, parks and recreation, public works, community safety, civic engagement, communications, team assessments, board training, and much more. We limit our clients to provide the exceptional service that is our hallmark and can customize our results and interaction to meet each client’s specific needs.

Similar Projects and Work

We have included the required references as well as a list of representative projects and wanted to share a short list of clients for your review. In the past three years, we have completed strategic plans that include engagement and outreach for:

- States, Cities and Counties across the United States
- Special Districts (Water, Sewer, Transportation, Fire, Library, Museums)
- Federal Government Agencies
- Non-profits (Community Foundations, Partnerships, Museums, Educational, Human Rights)
- Quasi-Governmental Organizations (Transportation, Economic Development, Chambers of Commerce, Main Street Organizations)



- Public Works, Health and Human Services, Housing, and Human Resources Departments

We know that collective knowledge and expertise will allow us (as the experts in facilitation and strategic planning) to partner and create exactly what you need.

{Key Personnel}

Both key consultants are physically based in Florida, so we will have the ability to save on travel costs and spend more time on site.

Sheryl Trent



Sheryl will oversee the project and serve as the lead facilitator. As well as having 28 years of local government experience, she is one of fewer than 45 Certified Master Facilitators™ in the world and is a Certified Virtual Facilitator™. She also holds a certification from Cornell University in Diversity, Equity, and Inclusion. Her real-life experience includes managing strategic plans, comprehensive plans, multimillion-dollar capital projects, economic development agencies, and Urban Renewal Authorities; and her experience managing public sector budgets, long range plans and capital projects gives her a unique understanding of the needs of her clients.

She designed SBrand Solutions to “help fill in the blanks” for her clients: local governments, special districts, nonprofits, and other agencies. She and her team of experts travel across the country guiding a customized process grounded in proven methodologies to create strategic, sustainable success. Sheryl is also recognized by her work with elected boards in the areas of team building, board development, and board training. She is a preferred consultant in these areas for the State of Colorado and has worked with hundreds of clients in board retreats.

She serves on the board of the International Institute for Facilitation, the world’s leading institution for facilitation research and innovative learning. She is a member of the Association for Strategic Planning, the National Center for Deliberative Debate, the Colorado Municipal League, the Colorado City/County Manager’s Association, and a regular speaker and contributor to various platforms on facilitation and inclusion.

Shelly Dudley



Shelly Dudley will be your second facilitator for the project. Shelly is a facilitator and global trainer with over 24 years of experience who specializes in cultural transformation, strategic goal setting and effective team collaboration. She specializes in leading teams, leaders, and managers to achieving greater results in all areas of their organization. Engaging both leaders and teams to achieve true cultural change and optimal performance is her passion, and her extensive background in Fortune 500 companies has fueled her ability to speak to the key fundamentals of creating the kind of culture that attracts and retains top performers and delivers exceptional results.



In her most recent role with Fortune 500 company, Hilton Hotels corporation, Shelly was the Director of Strategic Training and Content Management, leading a team to create and deliver virtual and in-person performance driving training and educational platforms for 6 award winning brands that impacted 10,000+ annually in the US, Canada, and Latin America.

Kristine Hutchinson



Kristine is a Certified Virtual Facilitator™ and the development and quality manager of SBrand. She has over 10 years of administrative experience, as well as an extensive customer service background. She holds a degree in Business Management from Johnson and Wales University Denver and is also a United States Navy veteran. She will provide administrative support.

Please see the attached resumes for more information.

{Big Picture Overview}

A strategic plan answers four foundational questions:



Where are we now?
Where are we going?
How will we get there?
How will we know if we are successful?

Our process, outlined below, is specifically designed to create a strategic plan for you that is based on data and community engagement and is comprehensive, measurable, and aligned with your budget and resources.

We believe there are three key inputs to our methodology: the people, the preparation, and the product.

People

Our preference is to incorporate as many people into the process as possible, through the approach of facilitated meetings, personal interviews, and short surveys among other methods. Your team will be integral to the success of the project, and there may be others whose input would be helpful to include.

Preparation

Preparation for the conversations and the facilitated meetings is the second critical factor. (We often spend 5 hours researching, creating engaging exercises, and planning for every 1 hour in a meeting.) Using the feedback received during the kickoff meetings and conversations as well as the review and research of documentation, we will recommend questions to guide the personal interviews and surveys. This personalized approach results in specific questions tailored to you and your team and creates the foundation for the outcomes.

Product

We understand that the final product is a comprehensive, focused five-year strategic plan that sharpens the focus on core priorities for development, develops key goals, and identifies an overarching strategy for sustainable growth. We will also talk about work with you to create (or update) vision, mission, and values



statements if your team desires. Measurable outcomes and specific metrics will be created to ensure proven success. Tactics and specific actions will be identified in the Implementation Plan.

The people and the facilitation process build the foundation that will lead to the **successful outcome**: long-term sustainability for your organization.

You can view some examples of the plans we create on our website www.sbrandsolutions.com. There you will see that they all reflect the unique culture of each client; are clear, understandable, and easy to read; and used as a communication tool, not just a detailed document.



{Methodology and Process}

Our methodology is designed to produce outcomes in addition to strategic plan that will result in:

- ✓ Teamwork
- ✓ Trust and respect
- ✓ Understanding of the needs and long-term challenges
- ✓ Buy-in and support of the vision for the future
- ✓ Champions for the action moving forward

Phase One: Project Launch

Kickoff Meetings and Calls

The kickoff meeting to cover logistics, and our weekly updates, phone calls, and emails will guide the overall project and show us where we need to make changes and adjustments in our planning. We will cover and determine all the details about the schedule, process, and deliverables. We will discuss the specifics of data gathering, interviews, community engagement and outreach process, workshops, document review, dates, and other logistics. This is also where we establish that we have the right people involved from the beginning. The most important work during the kickoff is determining who to involve in the process and how to involve them.

This is also the phase where we establish our relationship and process of communications with your core project team. Because we have weekly update meetings and consistent email contact, we are always in communication with your team. We foster and rely on this relationship throughout the project to get you the best product possible. In addition, we are available as needed once we start the project and because we limit the number of jobs we do at one time, we are distinctly dedicated to your planning process and your team's needs.

Phase Two: Research Outreach, and Engagement

This phase is our engagement and outreach with board, staff, stakeholders, patrons, and the community-at-large. We will hold specific activities to engage participants for feedback and ideas. This is also when we conduct all our document review and research and gain a deeper understanding of the culture and needs of the organization and community. Outreach needs to be thoughtful and deliberate in order to be equitable and get the most diverse opinions and feedback possible. There will be four key components:

Survey Process

The survey process can be used across a variety of platforms. We engage with your board, stakeholders, staff, partners, and the community using online survey tools such as Survey Monkey. We recommend reaching out to groups and individuals who may not participate in an online survey through printed materials, which could include a postcard version of the survey as well as sticky notes or white boards. We can also utilize translation services as needed to accommodate the diverse constituents in your community.

Confidential Interviews

Confidential interviews – we have recommended 20 – are a significant part of the engagement process. Selecting important partners, staff, key community leaders, outspoken individuals, and others to participate in a confidential survey process can give insight and feedback that creates the foundation for important parts of the long-range plan and vision and adds to the data used to help analyze current challenges and opportunities. In addition, it can help inform people about and create support for the strategic plan.

Focus Groups

Our focus groups are facilitated meetings where we engage your board in deeper conversations about strengths, weaknesses, and opportunities. This engagement style allows participants to not only share their ideas but to listen to one another and create a dialogue that is iterative and builds connection and understanding among the participants.

Community Meetings

Our community meetings are designed to allow your constituents the space to learn about the project, ask questions, and provide feedback. We recommend translation services if necessary to accommodate your diverse community and we can discuss locations in case it might be easier for your community to get to a local school or community center. The goal is to meet people where they are and make it as easy as possible for them to supply feedback in a way that is meaningful for them and facilitates the most participation possible. Typically, we set up stations where people can offer opinions on the areas that are most important to them or rotate around the room and provide input on all areas of interest. We co-design this process with you to get you the results you are looking for.

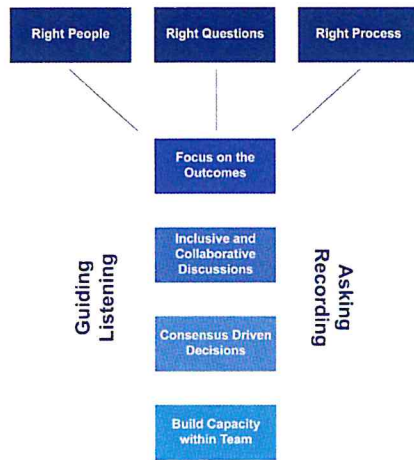
About Virtual Meetings

We do prefer to meet with you and your community in person, but absolutely understand health and budgetary concerns may require virtual facilitation. As professional facilitators, we know how to create a great facilitated meeting, whether in person or virtual. We staff ALL our virtual meetings with a minimum of two certified

facilitators as a best practice. We offer the latest in collaborative online technology that offers participants engaging content that is active and participatory and not only substitutes for in person collaboration but matches it. We also mail a packet to all participants for a virtual meeting that is designed to be engaging, practical and fun.

Phase Three: Facilitate Strategic Plan and Implementation Plan Sessions

APPROACH TO FACILITATION



The facilitated meetings are the heart of our process and will be the foundation for the components of your strategic plan. The meetings are designed to build understanding, create support for the goals and priorities, and engage the stakeholders in the implementation and final decisions. We collaborate with you to get the right people in the room, which typically includes board members and staff.

This is where our background shines! As Certified Master Facilitators® and Certified Virtual Facilitators™, we specialize in creating a meeting framework that is engaging, effective, and creates the specific desired outcomes. Our team manages it all: preparing meeting agendas, designing PowerPoints, creating meaningful group

discussions, and drafting meeting minutes, reports, and recommendations.

As a part of the facilitated meetings, we create an agenda with unique engagement techniques that promote critical thinking, open and honest conversations, and creative solutions to opportunities and barriers. We cover all of the components of a great strategic plan in addition to the specific issues that the community and your stakeholders may have identified during the engagement process. We work from the big picture (Vision) to the specific tactics and operational details (metrics and action steps) to ensure nothing is missed.

Reports and Information

The reports, photos, and documents created during the process are an often-overlooked part of the transparency we use in creating your Plan. The reports can be posted online, emailed, or given to the board and staff for updates. Anyone who could not attend a meeting can stay up to date on the plan and the process.

Strategic Plan Retreat

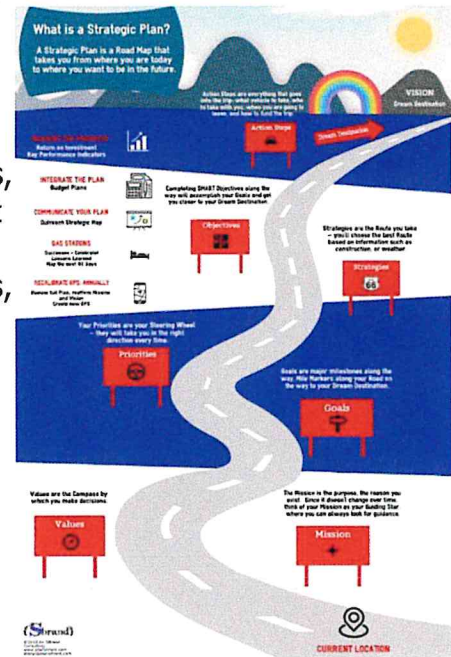
We are recommending a two-day retreat as a best practice. Having the full day will create time to have robust and deliberative conversations, fully understand context,

discuss unanticipated consequences, and have a better picture of how to achieve the vision for the future. Additionally, an all-day meeting will allow teamwork and communication to increase. The retreat will be fun, engaging, and effective!

To create an agenda with unique engagement techniques that promote critical thinking, open and honest conversations, and creative solutions to opportunities and barriers, we start with the data, information, feedback, and the analysis from Phase 2. We craft the agenda to reflect the common themes, ideas, and concepts as well as best practices for the board. We craft specific questions and exercises into the agenda that were based on document research, conversations, survey, and interviews.

Internal Implementation Meetings

We recommend an internal staff meeting to work on the implementation of the plan. Not only will that help to add context to the strategic plan, but it will result in an actionable matrix with specific details about steps, accountability, resources, and measurements.



Phase Four: Create Strategic Plan Documents

The overall *Strategic Plan* is the guiding document created from all our work. This is your framework, your road map, your guide to the future of the organization, and the key to measuring your successes. Our plans are customized to our clients but there are components to any strategic plan that are critical to long term success. While the language is often slightly different for each plan, the most important components include:

- Vision
- Mission
- Core Values (your Core Behaviors)
- Guiding Principles (your Strategic Lenses)
- Priorities/Pillars/Key Areas of Focus
- SWOT Analysis
- Strategic Goals with Outcomes
- SMART Objectives
- Adaptive Strategies

You can view some examples of the plans we create on our [website](#). There you will see that they all reflect the unique culture of each client; are clear, understandable, and



easy to read; and used as a communication tool, not just a detailed document. We also understand and have experienced firsthand that the engagement process can create many other “products.”

The *Implementation Plan* is the tactical, specific, and realistic approach to achieving success based on the Vision, Strategic Goals and Outcomes in the Strategic Plan. It will include

- Specific Action Steps and Tactics
- Roles and Responsibilities
- Due Dates
- Resources Needed
- Occurrence (ongoing on one time)
- Status
- Measurables and Performance Metrics

We have included an approach in our proposal that includes quarterly meetings to celebrate successes, talk about lessons learned, set action steps for the next quarter, and annually review the Strategic Plan. We will support you in that work with a series of templates, videos, workbooks, and tools that will create capacity within your internal team to continue to build on strategic success and have a sustainable approach to implementation.

The Executive Summary with recommendations will be a document that is based on the overall information and conversations and will include recommendations on

- The budget needed to implement the plan
- The organizational structure (framework, policies, procedures, etc) needed to ensure that the Plan is supported and implemented
- A data tracking mechanism
- Templates and instructions to continue internal work on the plan

{Deliverables}

- Project Plan with Milestones
- Community Engagement Report
 - Survey Results
 - Interview Report
 - Focus Group Report
 - Community Meeting Report
- Comprehensive Strategic Plan
- Implementation Plan (spreadsheet)
- Executive Summary Report with recommendations
- Tools and templates
- Reports and documentation from all facilitated meetings, surveys, focus groups, and assessments
- Native graphic files for all work

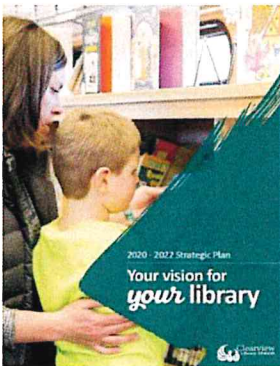
{Representative Projects}

Our team is available and ready to work on your project – our [Guiding Principles](#) require us to commit to the highest level of customer service and to being flexible and adaptable to meet changing needs. It is our belief that we are partnering to create YOUR strategic plan, and that allows us to approach our relationship with the intent to listen, to learn, and to make customized changes to our approach as needed. We have a depth of staff that allows us to ensure your project will never be delayed or affected if the unexpected happens on our end.

Over the past eleven years, we have worked with hundreds of public sector clients crafting strategic plans and organizational assessments, all of which involve engagement and outreach. We are certified professional facilitators with educations and work background in public government and strategic planning, so that gives us the knowledge and expertise to serve as your partner for this project.

This is a list of a few of our projects – we selected several for your review that are not included on our references list. You can see full documents of many of these on our website at www.sbrandsolutions.com.

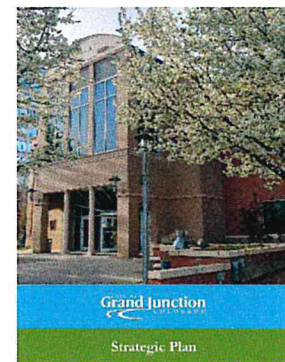
Clearview Library District Strategic Plan (2020 – 2022)



SBrand Solutions was hired by Clearview Library District (service population of 35,000) to create a new and unique approach to their strategic planning process. After two failed ballot measures and strong public feedback about transparency and input, the District wanted a collaborative approach with a strong Advisory Group and community input. An eight-month inclusive facilitated process with diverse community groups resulted in a Plan that was supported by the community and adopted by the Board of Trustees.

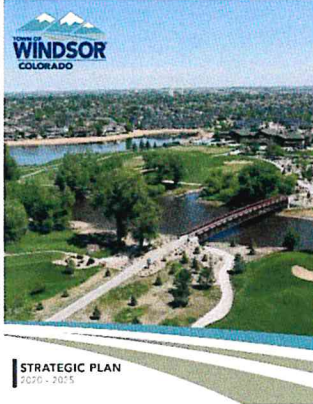
City of Grand Junction Strategic Plan (2021)

The City of Grand Junction (population 65,200) asked SBrand Solutions craft an updated and comprehensive Strategic Plan based on existing community informed work, to conduct a session with City Council on good governance practices, and to create an Implementation Plan to guide the work of the staff moving forward. In a series of personal interviews, multiple City Council and staff meetings, and specific facilitated sessions, SBrand crafted a Vision, Mission, Values, and Goals to guide the future of the City and provide a road map for success.





Town of Windsor Strategic Plan (2016 – Present)

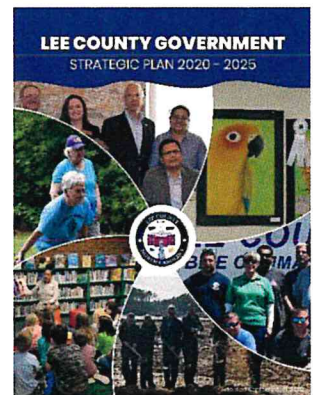


The Town of Windsor (population 30,000) asked SBrand Solutions to hold a series of Board and staff retreats to build teamwork and communication and drive a new strategic plan for the future of Windsor starting in 2016. With a new Board and a new Manager, SBrand conducted leadership and organizational assessments to build the base of the plan, which was then submitted for public comment. The plan was then expanded into several departments and dash boarded for a fully integrated implementation tool. SBrand has been requested to come back for the past six years to continue this

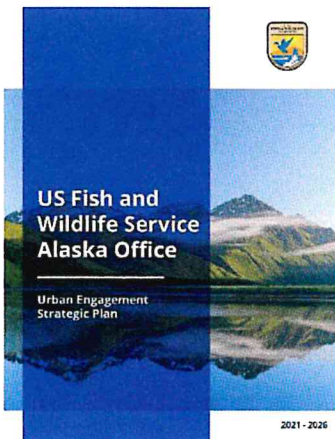
work with the Town.

Lee County, North Carolina Strategic Plan (2020 - present)

For their first strategic plan in the history of Lee County (population 62,000), SBrand was selected to conduct an inclusive community engagement and outreach plan and facilitate a series of community and staff meetings to create their Strategic plan. Utilizing a graphic visioning session, online surveys, personal interviews and other unique community engagement tools, a successful outreach was undertaken even as the community was adapting to Covid-19. With ongoing implementation meetings scheduled in the coming years, Lee County has a strong foundation of community support and understanding for their vision and goals.



US Fish and Wildlife Service, Alaska (2021)



The Alaska Division of US Fish and Wildlife service (service Juneau, Fairbanks and all surrounding areas) contracted with SBrand to craft a strategic plan that integrated with the agency wide strategic plan but was focused on serving the needs of their diverse and unique population. Many of the internal staff working on the project had never met, and all of the work was done virtually due to federal government health guidelines. With a successful and supported strategic plan and an implementation plan to prove success, the team has been able to prove they need staffing support and additional funding.



{References}

Josh Rydell, City Commissioner

City of Coconut Creek
Coconut Creek, Florida
jrydell@coconutcreek.net
(954) 973-6760

Project: 2021 Adoption. Updating Vision 2020 to Vision 2030

Process: Significant and extensive community engagement process utilizing surveys, interviews, social media, website creation, white boards, sticky notes, Advisory Group meetings, community meetings, Department Head meetings, graphic recorder, presentation to community stakeholders, event attendance and public meetings.

Outcomes: Strong community engagement (highest attendance at virtual meetings), education about City responsibilities and accountability, graphic community vision.

Marcus Thorne, Project Manager

ReCAST Lawrenceville/City of Lawrenceville
70 South Clayton Street
Lawrenceville, Georgia 30046
Marcus.thorne@lawrencevillega.org

Project: 2022 Community Needs Resource Assessment (CNRA) and Strategic Plan for ReCAST Lawrenceville federal grant. Adopted in June, 2022.

Process: Intensive and robust community outreach and engagement focused on at risk youth and families to include personal interviews, community open houses, presentations at partners and non profits, surveys including youth surveys, sticky notes, dry erase boards and other inclusive methods culminating in a three day strategic and implementation planning session.

Outcomes: Federally approved grant for the CNRA and Strategic Plan; focused alignment and direction for the Advisory Group; ongoing implementation direction for staff. Full support from the City Council.

Anny Laepple, MLIS, Assistant Director, Library Services

District Consultant, Delaware District
Delaware County Libraries
Ph. (610) 891-8622
alaepple@delcolibraries.org

Project: Started in 2021, plan completed in 2022 with ongoing support from us. The first collaborative Strategic Plan for the Delaware County Library District and the twenty six member libraries which included community outreach, virtual and in person meetings, and an Implementation Plan.

Process: Five customized surveys for community engagement, personal interviews, Advisory Group strategic plan meetings, staff implementation meetings, presentation meetings to County Commissioners, Library board and community members.



Outcomes: A collaborative strategic plan supported by the member libraries and used as a communication tool to inform elected officials and the community about the vital services provided by the libraries.

Trisha Logue, County Administrator

Skagit County

1800 Continental Place

Suite 100

Mount Vernon, WA 98273

trishal@co.skagit.wa.us

360.416.1300

Project: 2022 update for the Skagit County Strategic Plan (finished in June, 2022)

Process: Lead by the Board of County Commissioners, the strategic plan update had intensive internal outreach, involving interviews, focus groups, surveys, a strategic plan retreat with ALL elected and appointed officials and department heads, and multiple implementation meetings. The public was involved through interviews and public meetings to gain feedback.

Outcomes: Enthusiastic support at all levels of staff internal to the County, stronger relationships with local and regional partners, and significant community input and feedback. Commitment to ongoing updates and implementation plan review to ensure a living document.

Rich Sampson, Executive Director

SouthWest Transit Association

PO Box 60475

Fort Worth, Texas 76115

rsampson@swta.org

817.295.3663 (o) | 225.270.0855 (c)

Project: Update of strategic plan, membership survey, confidential interviews, implementation plan, forward facing dashboard, board retreat.

Process: Member specific outreach, personal interviews, Board, and staff retreat.

Outcomes: Adopted strategic plan, membership knowledge of and support for SWTA activities, increased communication approach.



{Phases, Tasks, Timelines, Deliverables and Cost}

You will see in our attached project chart, our timeline, and costs. Each phase represents a milestone toward moving closer to your finished strategic plan. Along the way, because of our unique structure of meeting with your core team on a regular basis, we are getting your feedback on our performance and our products, and we are making adjustments as needed.

In addition, you know your community best. If you don't think a component of the engagement we proposed works for you, we are happy to adjust our method, add something, or eliminate a suggestion that may not. Because we have experience working as employees of local government, we proposed a menu of services based on best practices and our years of experience. You as the client can select those services that best meet your needs and budget.

We proposed a not to exceed budget for the project, and you will be invoiced monthly AFTER services have been provided and you are satisfied with the quality and delivery of our work. Travel would be billed at cost, and because we are located in Florida, we would anticipate mileage, tolls, lodging, meals and potentially parking to be involved in the travel reimbursement.

We've added an option for ongoing support for one year, including adjustments to the strategic plan for an additional \$14,750 if you so choose.



{Insurance}

SBrand Solutions is insured by State Farm for general liability, automobile liability and professional liability insurance coverages. We will be happy to name the District as additionally insured and to provide proof of insurance satisfactory to the District.



{Summary}

Thank you for your consideration of our services! We appreciate the time it takes to have a process to select the right consultant as your partner, and we are happy to provide any information or resources that might be helpful to you. With our real-life experience working for (as employees and consultants) and with (as advisors, consultants, and partners) to public agencies, we are confident that we can partner with you to create a process that engages your unique community and creates the comprehensive approach needed for your strategic plan.

Indian River Mosquito Control District Strategic Plan Phases, Tasks, Deliverables and Pricing

Phases and Tasks		Deliverable	Proposed Dates (To be finalized)	Cost
Phase 1 - Process Design, Foundational Work, Process Approval				
Task 1.1	Kickoff and Logistics Meeting (Zoom) - 2 hour meeting	Logistics meeting to review framework, process, milestones and deliverables	Week of August 22	\$ 500.00
Task 1.2	Weekly planning meetings (Zoom) and emails throughout the project	For updates, feedback, course correction	August 29 - December 1	\$ 1,250.00
Task 1.3	Creation of Engagement and Outreach Plan	Engagement and Outreach Plan (internal and external)	By September 15	\$ 500.00
Task 1.4	Commissioner Meeting #1 (Zoom)	Virtual meeting, to review and approve process	Week of September 19, 2022	\$ 250.00
Task 1.5	Project Management Plan Created and Approved	Project Management Plan	By September 26	Included
TOTAL PHASE 1				\$ 2,500.00
Phase 1 Deliverable: Approved engagement process and plan and project management plan				
Phase 2 - Document Review, Engagement and Outreach				
Task 2.1	Review documents	All relevant documents for review (budget, plans, information)	Ongoing	\$ 300.00
Task 2.2	Recommended partners for engagement	District provides list of organizations and contacts provided for outreach	September 19, 2022	
Task 2.3	Recommended list of interviewees (15)	County provides names, titles, emails and phone numbers of internal stakeholders to engage	September 19, 2022	
Task 2.4	Create draft and final interview and survey questions	Internal and external interview questions	August 29 - September 15	\$ 1,500.00
Task 2.5	Internal Survey: Create draft staff and final internal survey questions for approval, release and monitor survey	Internal elected official, department head and staff survey questions (3 separate surveys)	August 29 - September 15	
Task 2.6	External Survey: Create draft and final community/partner survey questions for approval, release and monitor survey	Community, partners and stakeholders (1 survey)	August 29 - September 16	
Note: survey and interviews will take place AFTER full approval on September 16				Information

Task 2.7	Personal interviews (in person, Zoom or email)	Gather input from all 3 Commissioners an 17 additional people in up to one hour interviews. Billing includes all emails and outreach necessary to schedule, scheduling software, and administrative support which will be billed regardless of interview taking place.	September 26 - October 14	\$ 4,000.00
Task 2.9	External Stakeholder Focus Groups (in person)	4 focus groups up to 2 hours each for staff and stakeholders, 15 in attendance each time	Week of October 3	\$ 6,000.00
Task 2.10	Full report of engagement data: interviews and surveys	Engagement Report with themes, priorities, and areas of concern	By October 20	\$ 750.00
TOTAL PHASE 2				\$ 12,550.00

Phase 2 Deliverable: Community engagement materials, Engagement Report, survey results and documentation, open houses, focus groups

Phase 3 - Facilitated Strategic Plan and Implementation Plan Meetings

Task 3.1	One day retreat to complete all the details of the Strategic Plan (in person)	1 full day meeting (Between 6 - 8 hours total)	Week of October 24	\$ 10,000.00
Task 3.2	Key Focus Area staff meetings to craft the Implementation Plan details (in person)	One meeting, up to 4 hours, maximum of 20 participants	Week of October 31	\$ 3,500.00
TOTAL PHASE 3				\$ 13,500.00

Phase 3 Deliverable: Facilitated meetings for Strategic Plan and Implementation Matrix

Phase 4 - Create and Review Documents

Task 4.1	Strategic Plan Framework Draft	Draft document	By November 5	\$ 1,500.00
Task 4.3	Internal staff review and meetings for feedback	SBrand provides template, agenda and information for elected officials and department heads to hold internal meetings. Includes one virtual meeting, 2 hours	Week of November 14	\$ 750.00
Task 4.4	Strategic Plan Revision #1	Revisions based on Williamson County feedback. All feedback to be email to SBrand on form provided, in one email with one attachment.	By November 19	\$ 750.00
Task 4.5	Strategic Plan Final	Revisions based on Williamson County feedback. All feedback to be email to SBrand on form provided, in one email with one attachment.	By November 26	\$ 250.00
Task 4.7	Implementation Matrix and Plan	Final Xcel spreadsheet matrix with Key Focus Areas, Strategic Goals, SMART Objectives, Owner. May have Action Steps, may have KPI's depending on work done by County.	By November 19	\$ 1,250.00
Task 4.8	Executive Summary with Recommendations	Report: Executive Summary of Strategic Plan	By November 14	Included

Task 4.9	Commissioner Meetings #3 and #4 (one Zoom, one in person)	2 public hearings, up to 2 hours each, with formal presentation of strategic plan (1 virtual, 1 in person)	Early December	1,500.00
TOTAL PHASE 4				6,000.00

Phase 4 Deliverable: Draft, Final with Native Files Strategic Plan with Implementation Documents

Total \$ **34,550.00**

Travel billed at cost

Meetings are categorized as either all in person or all virtual (all participants and facilitators are 100% in person, or all participants and facilitators are 100% virtual) If the client changes any in person meetings to hybrid (participants are BOTH in person and virtual), additional cost will be invoiced at \$100 per hour for hybrid facilitator and support



Sheryl Trent

(239) 910-7223
sheryl@sbrandsolutions.com
2874 Blue Leaf Drive, Fort Collins, Colorado 80526
www.sbrandsolutions.com

summary of qualifications

- 28+ years of experience in public and non profit sector leadership and management
- A Certified Master Facilitator®, one of fewer than 40 in the world
- Expert at facilitating complex and confrontational topics in a manner that makes them easy to understand and allows consensus to be built
- Executive team development and team building with both Strengthsfinder and DiSC process.
- Customized methodology and deliverables that build capacity and enhance shared values and vision
- Proven success and long term results across the country
- Unique inclusive community engagement design and tools
- Experienced virtual facilitator for large and small meetings using multiple platforms
- Hundreds of successful, comprehensive strategic plans for cities, counties, state organizations, federal agencies, special districts, non profits and membership organizations

professional management and leadership experience

current

OWNER, SBrand Solutions, LLC

prior

COMMUNITY AND ECONOMIC DEVELOPMENT DIRECTOR
City of Evans, Colorado

EXECUTIVE DIRECTOR
Evans Redevelopment Agency

TOWN ADMINISTRATOR
Town of Milliken, Colorado

COMMUNITY DEVELOPMENT DIRECTOR (ACTING)/ ECONOMIC DEVELOPMENT MANAGER
City of Grand Junction, Colorado

INVESTMENT REPRESENTATIVE
Edward Jones Investments, Yreka, California

COUNTY ADMINISTRATOR (ACTING)/ASSISTANT COUNTY ADMINISTRATOR
County of Siskiyou, Yreka, California

ASSISTANT TO THE CITY ADMINISTRATOR
City of Santa Paula, Santa Paula, California

ASSISTANT TO THE CITY MANAGER/INTERN
City of Federal Way, Federal Way, Washington

past and present

education

- BA Political Science, University of Washington
- MPA Public Administration, University of Washington
- Certified Master Facilitator®
- Certified Virtual Facilitator™
- Rocky Mountain Leadership Program
- Grand Junction Area Chamber of Commerce Leadership Program
- Credentialed Manager with ICMA
- Certified Life Coach
- Consistent ongoing training and coursework
- Certified in Diversity, Equity and Inclusion, Cornell University

professional affiliations

- ICMA Member
- CCCMA Member
- INIFAC Board Member
- ICSC Member, Government Relations
- IEDCC Member
- Downtown Colorado Member
- Strategic Planning Member Association
- Small Business Development Center Board Member
- Leadership Council, Upstate Colorado
- Adjunct Faculty, Front Range Community College
- Strategic Planning Member Association and
- National Coalition for Dialogue and Deliberation Member
- Chair, International Institute for Facilitation

highlights

- Facilitates the creation of customized strategic plans for public and non profit clients that build capacity, inspire action, ensure accountability, and focus on results.
- Creates fun and engaging team building retreats that increase communication and results in forward momentum and alignment.
- Cultivates curiosity that drives learning and listening through shared values.
- Designs specialized training (in person, manuals and videos) for facilitation skills, strategic planning, Board development and team building.
- Negotiates and administers contracts and agreements with public and private partners that have resulted in multi million dollar capital projects, grants for both capital and planning projects, and agreements for development and sharing of new revenue.
- Leads multi-functional teams to develop new strategies, adopt controversial plans with support and consensus, create new investments and capital projects, and involve a wide range of affected parties.
- Establishes working groups of stakeholders that successfully collaborate to drive implementation, forward momentum and accountability.
- Speaks at keynote engagements on how to effectively facilitate meetings and implement strategic plans.
- Offers sought after on line training for strategic planning and board development at www.sbrandsolutions.com



Learn more at www.sbrandsolutions.com

Strategic. Sustainable. Success.





Shelly Dudley

Venice, FL
shelly.dudley2@gmail.com
919 427-5964

training & content development leader

Provide strategic leadership to teams in driving revenue, improving the customer experience and achieving operational success and cost efficiencies. Strong collaboration with teams, management companies and owners to achieve tangible results specializing in driving performance through the creation and execution of specific training programs, tools and resources.

areas of expertise

- Facilitation & Training
- Instructional Design
- Team Leadership
- Strategic Partnership & Collaboration
- Sales, Operations & Field Experience
- Project Management
- Strategic Thinking
- Creation of Content, Tools & Resources

professional work history

HILTON HOTELS CORPORATION, Memphis, TN

2006 - 2020

Director of Strategic Training and Content Management (2016-2020)

- Led a team in the creation and curation of various content and educational platforms for six brands.
- Created and branded an in market educational program, PEAK Summits, that reached more than 4,000 team members per year in US, Canada & Latin America, drove key performance metrics for participating locations and scored an average of 4.92/5 in participant survey results over a three year period.
- Re-designed and simplified a virtual training platform for six brands and achieved stronger year over year survey results, engagement, and key performance metric movement.
- Created content and assisted in the facilitation of 3-5 webcasts on a weekly basis in a virtual learning platform for six brands. Content was strategically developed against performance gaps and achieved increase revenue, service results and usage of brand tools and resources for tracked webcasts and year over year performance.
- Spoke to audiences of 100 - 1,800 on key performance topics such as driving revenue, creating a strong culture, and delivering exceptional service.

Director Brand Performance Support (2006-2016)

- Provided performance-driven support for an average of 40-50 hotels through consulting, and both executive and team member level coaching in a trusted advisor support role.
- Worked with teams, owners and management company leaders in driving revenue, improving service and physical product through strategic consultations, regional training workshops and ongoing support.
- Created and facilitated content for regional trainings and conferences on topics such as; brand resources and tools, improving guest service, brand loyalty, and driving revenue.

ALLIANCE HOSPITALITY, Raleigh, NC *Regional Director of Operations (2003-2005)*

2002 - 2005

Led operations and sales efforts for eight facilities while serving as General Manager for base locality.

- Mentored and developed leaders through the creation and execution of a leadership training program.
- Maintained strong relationships and collaboration with brands to maximize resources and support.

General Manager, Homewood Suites, Cary, NC (2002-2005)

- Achieved 30% improvement in service scores during tenure.
- Selected for elite group of brand's top performing leaders, the "MVP" program.
- Was nominated for General Manager of the Year.

INTERSTATE HOTELS & RESORTS, Raleigh, NC *Regional Director of Sales*

1999 - 2002

- Led a sales team of 15 Directors of Sales in RDU area for various company brands.
- Was awarded Director of Sales of the Year.
- Base location achieved highest banquet and catering revenue, and revenue improvement for 2001 under my leadership.
- Selected for "Council of Twelve," an elite group of top sales leaders.

education & professional development

THE UNIVERSITY OF GEORGIA Athens, GA, English & Global Policy Studies 1986 -1991

Achieved certifications in Strength Finders, Emergenetics, HDBI and Dale Carnegie programs as well as successfully completed various training programs in key areas of competency such as:

- Leadership
- Time Management & Productivity
- Presentation Skills
- Graphic Design
- Project Management
- Strategic Planning
- Experienced working with Learning Platforms such as 360, Camtasia, and Articulate



Kristine Hutchinson

720-487-2778 | kristine@sbrandsolutions.com

work history

Business Manager, SBrand Solutions
Fort Collins, CO
January 2022 – Present

Ensures the success and growth of the business. Builds and maintains current and previous client relationships. Assists with project management deadlines. Assists with decision-making of hiring and coordinates the hiring process. Manages the marketing and communications of the business including social media, marketing of courses, crafting client content and material, speaking engagement, and conferences. Provides administrative support to facilitators in all areas and assists where needed. Drafts reports for various stages of projects. Manages Standard Operating Procedures.

Development & Quality Manager, SBrand Solutions
Fort Collins, CO
June 2021-December 2021

Administrative assistant in all areas of the business. Assists in building and maintaining client relationships. Assists with project management deadlines. Drafts, finalizes, and assembles RFP proposals. Creates surveys and analyzes results into reports. Creates interview reports from information gathered from facilitators. Manages Standard Operating Procedures. Manages templates for reports and other documents. In-depth file management. Graphic design, website design/maintenance and marketing.

Owner/Editor, KH Editing & Writing Services
Eaton, CO
June 2019 to Present

Edits, proofreads, and evaluates final copies of manuscripts to verify content aligned with established guidelines. Provides concise and constructive editorial feedback to authors by delivering constant and open communication. Builds client relationships by responding to inquiries, identifying and assessing clients' needs, resolving problems, and following up with potential and existing clients to ensure satisfaction. Ensures work is aligned with service levels as agreed upon and client requirements.

Caregiver, Choice Home Care
Northglenn, CO
January 2019 to Present

Provides unskilled personal care and allowable health maintenance activities for clients in their home or community setting in compliance with a service plan. Provides assistance with completing activities such as shopping and doctor's appointments outside of the home. Provides assistance with activities of daily living, personal care, and other tasks as specified in the care plan.

Kristine Hutchinson

720-487-2778 | kristine@sbrandsolutions.com

Maintenance Planner/Scheduler, Hunter Douglas Broomfield, CO June 2015 – January 2019

Coordinated and managed all work schedules, work orders, and projects for maintenance technicians within the assigned functional areas for the organization. Managed all work-in-process orders, verified for accuracy, and ensured that all scheduled and productivity goals were met. Deployed resources to coordinate project responsibilities to meet project completion time frames. Ensured the completion of work orders was documented in the system of record based on established policy and procedure. Collaborated with department heads to coordinate maintenance tasks, operations projects, and engineering projects. Analyzed, developed, and implemented department policies and procedures and continuously identified ways to streamline and improve increased production.

Petty Officer, Second Class, United States Navy July 2006 – July 2010

Performed mechanical, technical managerial, and administrative duties required by the Naval Aviation Maintenance Program. Prepared aircraft and maintenance-related correspondence and managed government files regarding manning, personnel, Temporary Alternate Duty, training requirements, and transfers. Supervised the coordination of organizational reporting requirements and identify areas for improvement within maintenance policies and procedures that would streamline workflow. Organized, maintained, and operated the Navy Aeronautical Technical Publications Library while providing training to 3 librarians. Acted as the data analyst for the Naval Aviation Logistics Command Management Information System (NALCOMIS) and validated data pertaining to the history, operation, maintenance, configuration, receipt, and transfer of naval aircraft.

education

Bachelor of Science: Business Management
Johnson & Wales University
Denver, CO
May 2013



references

Otis Cooper
Administrator, Food and Drug Administration
Otis.cooper@fda.hhs.gov
(305) 397-3110

Stephanie Gray
Owner/Author, Porter Company Booke Shoppe
portermarketingco@gmail.com
(910) 388-8476

Diana Franklin
Maintenance Supervisor, US Navy
hello@reallygreatsite.com
(206) 850-8330

Learn more at www.sbrandsolutions.com
Strategic. Sustainable. Success.



Indian River Mosquito Control District

RFP 2022-01

Strategic Plan Development

July 25, 2022

Submitted to:

**Indian River Mosquito Control District 5655 41st Street
Vero Beach, FL 32967 Attn: Lisa Ridley, Finance Director
(l.ridley@irmosquito2.org)**

Submission by:

C4 Strategies, LLC

% Charles T. Chapman IV, ICMA-CM, Owner

2609 Lanier Road

Havana, Florida 32333

863-234-8983

charlestchapman4@gmail.com

Item 1

**Indian River Mosquito Control District
% Lisa Ridley, Finance Director
5655 41st Street
Vero Beach, Florida 32967**

RE: Request for Proposals 2022-01 Strategic Plan Development

Dear Director Ridley,

Thank you for the opportunity to submit a proposal to assist the Indian River Mosquito Control District on this exciting project. Strategic Planning is a passion of mine and I sincerely hope we have the opportunity to discuss this opportunity further. Please feel free to contact me at any time regarding this proposal.

Sincerely,

A handwritten signature in blue ink that reads "Charles T. Chapman IV". The signature is stylized and cursive.

Charles T. Chapman IV

Owner

C4 Strategies, LLC.

863-234-8983 Mobile

charlestchapman4@gmail.com

<https://www.linkedin.com/in/charles-chapman-icma-cm-25744418/>

ITEM 2

C4 Strategies, LLC is qualified to provide the Indian River Mosquito Control District Strategic Plan Development Services by utilizing seventeen (17) years of in-service strategic planning services to local governments and now provides consultative client strategic planning services to public service sector clients. Not only has our owner and lead consultant helped develop strategic plans at the macro and departmental levels, but has sought and secured the necessary funding and resources to be able to implement them.

Who We Are

C4 Strategies was founded in the Summer of 2021 and provides consultation services in the public-administration and public policy field. Our services include:

- Legislation and policy analysis from a governmental practitioner's point-of-view,
- Leadership Development and Succession Planning
- Strategic Planning & Organization Optimization Consultation/Facilitation
- Interim City and/or County Management (Chief Administrative Officer) Services

Mission Statement

To provide practical and realistic strategic solutions to organizations who strive to improve communities.

ITEM 3

About our Owner & Lead Consultant

Charles T. Chapman IV, ICMA-CM — Owner, Lead Consultant

- Seventeen (17) years of public administration experience. Nine (9) of those years serving at the Chief Executive Officer/Chief Administrative Officer level.
- Fourteen (14) years of experience representing local governments on legislative matters as a staff member.
- Served rural, urban, municipal and county jurisdictions.
- Experience and service on multiple not-for-profit and association boards.
- Extensive public speaking experience
- Master's of Science in Education from Florida State University



From 2005 to 2013, Charles served in a variety of roles for Gadsden County Board of County Commissioners in the Florida Big Bend region near Tallahassee, Florida. His first role was Parks and Recreation Coordinator beginning in 2005 and ending his tenure as Public Works Director in 2013 including oversight of multiple county departments: Road and Bridge, Right of Way Maintenance, Fleet Maintenance, Parks, Information Technology, Solid Waste, Recycling, Animal Control, Legislative Affairs and Public Relations.

In May of 2013, Charles joined Hendry County Government as the County Administrator where he served for 5 and half years.

Charles joined the City of Naples as City Manager in December of 2018 until May of 2021.

C4 Strategies, LLC was founded in 2021 with Charles' passion to help local governments perform at their very best potential without breaking the budget.

Charles is a member of Leadership Florida Cornerstone Class 33. Charles was named one of Gulf Shore Business Weekly's Forty under 40 for Southwest Florida in 2014. In 2019, Charles was recognized again by the Florida City/County Management Association as a recipient of the

"Who's Who Under 40" award in city and county management. He also served as President of the Florida Association of County Managers. In 2020, Charles was recognized by the Florida League of Cities as a "Home Rule Hero" for his work with the State of Florida legislature defending local government authority from State pre-emption on matters like short-term vacation rentals. Charles is also a member of Leadership Tallahassee Class 33 and Leadership Collier Class 21.

Legal Structure

C4 Strategies is a privately held limited liability company (LLC) registered with the State of Florida and headquartered in Tallahassee, Florida.

ITEMS 4 & 5 (Experience and References)

In - Service to Governments Strategic Planning Experience

Throughout his career Charles has provided strategic planning services to the governmental agencies he served. These covered both a departmental strategic planning process as well as processes for the entire agency and amongst advisory boards. Some examples of these experiences are highlighted below:

- **City of Naples Vision Assessment & Updated 10 year Work Program**
 - Southwest Florida, \$150 million Operating Budget, 450 Employees, Population approximately 21,750 (2020) US Census.
 - Project Duration: 2019 to 2021
 - Role: Executive Facilitator and Advisor to Planning Advisory Board conducting the review and development of new Vision Statement and Strategic Goals.
 - Reference: Gary Price (former Councilperson)
239-404-0731
gary@5advise.com

- **Hendry County Board of County Commissioners - Two Year Action Plan**
 - Southwest Florida, \$80 million Operating Budget, 200 Employees, Population 41,472 (2020) US Census
 - Project Duration: Annually beginning 2014 until 2018
 - Role: Facilitator for the development and annual review of Vision, Mission, and Core Values. Identification of Strategic Goals at the beginning of the Annual Budget process. Tracking of the objectives and budget recommendations to achieve the Strategic Goals. Financial and performance reporting in alignment with the two year action plan via the Annual Report.
 - Reference: Commissioner Karson Turner
863-228-4356
bocc5@hendryfla.net

- **Gadsden County Board of County Commissioners - Departmental Strategic Plans**
 - Northwest Florida, \$54 million Operating Budget, 135 Employees, Population 43,826 (2020) US Census
 - **Project - Public Works Department (2010 to 2013)** Annual Review and Development of Departmental Strategic Plan to include Paved Road Maintenance, Dirt Road Maintenance, Bridge Maintenance, New Asphalt Paving Projects, Fleet Management, Mosquito Control Services, Parks Maintenance and Development, Fuel Depot Management.
 - **Project - Information Technology Department (2009 to 2013)** Annual Review and Development of Departmental Strategic Plan to include Network Services and Security, Technology Services, maintenance, and replacement programs, Software and Hardware support.

- **Project - County Administrator's Office - Intergovernmental Affairs (2007 to 2013)** Annual Review and Development of the Gadsden County Legislative Advocacy Program. Development of an annual action plan to align partner agencies at the Federal, State, and Local government level to secure resources and agreement to achieve the Board of County Commissioners goals.
- Reference: Gene Morgan (Former Commissioner)
850-567-8500
gmm6634811@fairpoint.net

Consultant Service Clients and Experience

Our clients are small- and medium-sized local governments, governmental advocacy agencies/associations, and not-for-profit organizations. Our customers want to understand the impacts of legislation or policies, increase productivity, and reduce overhead costs within their organizations. Specifically, we specialize in consulting white collar executives on legislative processes, local government processes and procedures, impacts of legislation, organizational productivity improvements, community engagement strategies, operations and capital budgeting strategies, and leadership development.

We love to work with:

- Small to medium sized county governments, city governments, and special districts
- Advocacy and Education Associations providing services to local governments and special districts.
- Not-for-Profit agencies/companies interfacing with local governments and special districts.

Clients Served

- The Florida League of Cities, LLC - Duration (Annual Retainer beginning October 2021 to Present)
 - Legislative Analysis and Advocacy Services for Executive and Legislative Branches (On-going)
 - Research and Innovation Project Development (On-going)
 - Operational Analysis and Improvement Plan for the Legislative Affairs Department (Summer 2022)
 - Analysis of Educational Offerings and Program Development (On going)
 - Reference: Casey Cook, Legislative Affairs Director
850-701-3609
ccook@flcities.org
- Black Men's Health Inc. (A health and wellness resource)
 - Development of a Public Sector Marketing Campaign (Winter 2022, 6 weeks)
 - Reference: Jon D. Brown, Founder
850-694-1405
hello@blackmenshealth.com

- Local Government Advisors, LLC
 - Subcontractor for Strategic Planning Services (On going, as needed)
 - Reference: Dr. Robert (Bob) E. Lee, President
239-777-1013
localgovernmentadvisors@earthlink.net

- Citrus County Board of County Commissioners
 - Assist with Local Government Advisors, LLC for Strategic Plan Development (March to May 2022)
 - Reference: Commissioner Holly Davis
770-580-5202
holly.davis@citrusbocc.com

ITEM 6 Service Provision and Proposed Fee

The Strategic Plan Development Process

The C4 Strategies, LLC methodology to develop a strategic plan is a collaborative process with Indian River Mosquito Control District (IRMC) and their stakeholders. This includes three (3) phases to achieve the desired outcomes of a Strategic Plan document for proposal to the elected governing body for consideration and/or adoption.

PHASE 1 - Research and Preparation, Stakeholder Identification, and Logistics Planning

The research elements of Phase 1 are critical to the success of the overall project. C4 Strategies will work with staff to secure the necessary background materials to conduct agency research for C4 Strategies to become familiar with how IRMC has been operating. This material may include but not limited to:

- Copies of Annual Budgets and Corresponding Audit Finding for the past three (3) years
- Copies of Capital Improvement Plans for the past three (3) years
- Copies of Performance Metrics Reports (if available)
- Current Strategic Plan Review (if available)

The preparation phase is a candid discussion and logistics plan development for how on-site activities in Phase 2 will be conducted.

- Discussion and agreement about the formation of a stakeholder focus group. Groups may consist of:
 - IRMC Elected Board Members
 - IRMC Departmental Staff
 - Key Community Stakeholders such as Property Association Presidents, Governmental and Non-Governmental Partners, Civic Club Leaders, etc.
- Once the Stakeholder Focus Group is identified, the IRMC Staff is to seek the appropriate facility IRMC is willing to secure to host the on-site activities in Phase 2. This includes the logistics of setting the dates, what materials are needed, informational presentations to be made by IRMC staff, refreshments and/meals for the stakeholder focus group, and public advertising requirements per Florida Statutes as required. C4 Strategies does NOT include the items above in this proposal, but will collaborate with IRMC staff to ensure a successful workshop.

PHASE 2 - On Site Facilitation of Stakeholder Focus Group

This phase is broken into a minimum of a two (2) full-days intensive workshop setting. The key stakeholders identified will be organized into smaller work groups or teams to go through a facilitated process by C4 Strategies to accomplish the following:

- Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
- Vision Statement Development
- Mission Statement Development
- Core Values Identification and Development
- Strategic Goals Development

At the end of the two days workshop, C4 Strategies will prepare a draft document of the bulleted items above. This will be transmitted to the Executive Director to be placed on an agenda of the initial review and consideration for approval by the IRMC Governing Body to proceed to Phase 3.

PHASE 3 - Collaboration and Proposal for Adoption

Once approved by the IRMC Governing Body to proceed to Phase 3, C4 Strategies will work with the IRMC Executive Director to accomplish the following in collaboration with IRMC Staff.

- Assignment to IRMC Department Directors to Develop measurable and time targeted objective to accomplish the Strategic Goals
 - C4 Strategies will assist and guide the Departments in this process.
- Compilation of the objectives into the DRAFT Strategic Plan proposal by C4 Strategies.
- Presentation to the IRMC Executive Director for consideration to place the item before the IRMC Governing Board.
- Presentation by C4 Strategies and IRMC Staff to the IRMC Governing Board to seek approval or garner constructive feedback on how to proceed.
- If approved, the Strategic Plan will be transmitted officially to the IRMC Executive Director for implementation.

PRICING AND ESTIMATED TIMEFRAMES

Phase 1 Research, Preparation, Stakeholder Identification, and Logistics Planning
\$3,000 Invoiced upon receipt of Notice to Proceed.

Timeframe 3 to 6 Weeks

Phase 2 On-Site Facilitation of Stakeholder Focus Group
\$5,000 Invoiced upon drafted Strategic Plan Approval from IRMC to proceed to Phase 3

Timeframe 3 to 6 Weeks

Phase 3 Collaboration and Proposal for Adoption
\$5,000 Invoiced upon Strategic Plan submission to IRMC Executive Director for Board adoption.

Timeframe 6 to 8 weeks

TOTAL FEE \$13,000.00 (flat rate, includes all C4 Strategies, LLC expenses as proposed)

***Additional items at the request of IRMC may be considered, but may include a change to the fees as proposed.**

ITEM 7

C4 Strategies, LLC is willing and able to provide Business Liability Coverage that is satisfactory to IRMC including naming IRMC as additionally insured. Examples of our insurance coverage include:

<u>Business Liability Coverage</u>	
Limit to each occurrence	\$ 500,000.00
Limit - Aggregate	\$1,000,000.00
Professional Liability/claim	\$ 100,000.00
Professional Liability/aggregate	\$ 100,000.00