



JACKIE HARDER

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March 4, 2013

Chairperson Jennifer Miller
Key Largo Fire Rescue and EMS District

Dear Jennifer and members of the board:

Thank you for the opportunity to submit this proposal for a strategic planning session for the Key Largo Fire Rescue and EMS District. As the district approaches the eighth anniversary of its creation, this is a great time to reflect on where the district has been and where it wants to go in the foreseeable future.

I have many years of experience working with local Boards of Directors, including:

- Marathon Business and Professional Women (board member, president)
- Marathon Rotary Club (board member, president)
- Grand Strand Business and Professional Women (board member, president)
- Mariners Hospital (facilitator, board effectiveness)
- Key Largo Chamber of Commerce (board member, chairman, president, strategic planning facilitator for three years)
- Key Largo Volunteer Ambulance Corps (board member, strategic planning facilitator)

The attached proposal is the “Cadillac” version – in my opinion, the highest and best use of the strategic planning process. It will undoubtedly take several months to seek input from the board, members of the fire department and ambulance corps, and from public stakeholders; create a document based on that input for as the basis for the planning process; facilitate a day-long planning session involving all the stakeholders; and preparing and presenting a final report to the District board based on that session.

Of course, it can be scaled back, depending on the desires of the District board.

I welcome the opportunity to talk to you about the process and am happy to address any questions or concerns you may have.

Sincerely,

A handwritten signature in black ink that reads "Jackie".

Jackie Harder, President



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Strategic Planning Proposal

Key Largo Fire Rescue and EMS District

A strategic planning session for the Key Largo Fire Rescue and EMS District should include all stakeholders – not just the board itself, but the Key Largo volunteer fire department and ambulance corps members as well as the residents and taxpayers of Key Largo.

To do this effectively, I recommend a paper and online survey, with questions to be determined by the District board.

The strategic planning session would use the compiled results of the survey as a starting point. The session itself would last eight hours and include group exercises that would cover the following points:

- Overview of the results of the survey
- Mission statement: Overview and possible changes
- Core purpose: Definition of the District's reason for being; outcomes to be achieved
- Core values and guiding principles: The things that really matter; the underlying basis for all decisions
- Developing key focus areas: Determine what needs to be done going forward
- Creating goals and strategies: Using all input to create specific goals and strategies for the next three to five years, with timelines and assigned responsibilities

The proposed fee is \$5,000, half payable upon signing of agreement. It includes:

- Developing the public survey, with the District board
- Creating online/print survey
- Compiling results of the public survey
- Strategic planning facilitation (eight hours)
- Preparation of final report
- Presentation of final report to the District board

In addition, the District would be responsible for the costs of:

- Public notice advertising in local newspapers (preferably a month's worth) to announce the survey
- Public notice advertising of the strategic planning session itself
- All printing, including but not limited to the survey, results report and strategic planning packet for the public
- Room fees, if necessary, for the session, including coffee breaks, lunch, etc., if desired.