



**PROPOSAL OF SERVICES FOR VILLAGE OF WELLINGTON
STRATEGIC PLANNING PROCESS
PHASE 2 & 3**

NOVEMBER 20, 2024

PREPARED FOR:

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EXPERT FACILITATORS IN
STRATEGIC COLLABORATION

OUR UNDERSTANDING OF YOUR NEED

The Village of Wellington effectively engaged the USF Florida Institute of Government in partnership with the SPC Collaborative Labs to conduct Phase 1: Data Gathering and Employee Feedback as part of a larger strategic planning process. The overarching purpose of Phase 1 was to gather data from the employees through an Employee Survey and an Employee Focus Group. Additionally, stakeholder interviews and environmental scan were conducted to assist the Village of Wellington in better understanding the various stakeholders and opinions in their community. Information gleaned from Phase 1 will be used in subsequent phases of the strategic planning process for the Village of Wellington, using a participatory methodology.

The Project Team is recommending proceeding with Phase Two: Citizen Input and Feedback and Phase 3: Plan Design to engage the Village Community, Council, Leadership and Staff in an iterative process that will ensure maximum engagement opportunities resulting in a collaborative approach to creating a long-term strategic plan that will serve the Village of Wellington for years to come.

This project will benefit the Village in the following ways:

- Develop a better understanding of the collective Vision and Priorities for the Village of Wellington
- Data collected will be able to assist the Village with informed resource allocation and development of a comprehensive strategic plan in the future
- Collaborating with USF and SPC provides the Village unbiased data from an outside organization that has a credible reputation researching data as well as working with local government

Specifically, the methodology will include an

- 1) Increased sense of unity among stakeholders and community members through building a shared community identity
- 2) Increased consensus-building and decision-making skills to address community issues
- 3) Increased leadership and collaboration skills to accomplish community goals
- 4) Increased ability to effectively plan future community change and development initiatives

PROPOSED SCOPE OF WORK

Phase Two: Citizen Input and Feedback

2.1 Kick-Off and Work Plan Refinement – Village Manager and Dept Leadership (1.5 hours) — *January 2025*

The USF team will meet with Village senior staff to formally initiate the process, review and refine the work plan and scope, identify key stakeholders for initial interviews, and identify key background information for the team to review. Aspects of the work plan that may be refined include the sequence of the activities described below, the relative emphasis on meetings/group discussions and communication mechanisms for input, and the overall timeline of the project. The SPC Collaborative Labs team will provide a documenter and consultant to assist with the meeting for better record-keeping.

2.2 Communications Outreach

The USF and SPC Collaborative Labs team will work with Village staff throughout the process to develop or prepare strategic planning process content for use within the Village's current social-media and/or web

presence, as deemed necessary. This step is critical to the success of the methodology and should be carried out throughout the entire duration of the project.

2.3 Strategic Alignment Workshop and Setting Expectations — Council and Village Leadership (In-person—3 hours) *January 2025 – preferred date Monday, January 13, 2025*

The SPC Collaborative Labs team will serve as the lead facilitator for the strategic alignment activities in this workshop to build a unified foundation among the Mayor and Council to share the action steps for the strategic planning process, discuss Council member expectations and participation as well as review the relevant requirements of the Sunshine Law. The specific agenda will be determined in consultation with the Village Manager and Departmental Managers. The USF team will serve as a supporter and observer for the workshop and conduct a debriefing of the Kick-Off and Work Plan Refinement and Communications Outreach.

2.4 Town Hall— Citizen Engagement Session – *February 2025*

The SPC Collaborative Labs team will facilitate a collaborative citizen engagement session to inform the community of their role in the strategic planning process as well as how to engage throughout the process. This convening session will help residents to understand the “Do’s and Don’ts” of citizen engagement. The USF team will serve as a supporter and observer for the workshop.

2.5 Boards and Committees Workshop – *February 2025*

The SPC Collaborative Labs team will facilitate a collaborative workshop for members of the Village Boards and Committees to inform them of their role in the strategic planning process as well as how to engage throughout the process. This convening session will help Board and Committee members to understand the “Do’s and Don’ts” during the process as well as gather input and data on the opportunities, challenges, and gaps that currently exist within the Village.

2.6 Community Partners Workshop – *February 2025*

The SPC Collaborative Labs team will facilitate a collaborative workshop for the Village Community Partners to inform them of their role in the strategic planning process as well as how to engage throughout the process. This convening session will help Community Partners to understand the “Do’s and Don’ts” during the process as well as gather input and data on the opportunities, challenges, and gaps that currently exist within the Village.

2.7 Council Annual Planning Meeting Update — *March 2025*

The USF team in partnership with SPC Collaborative Labs will prepare a presentation of deliverables 2.1 – 2.6 as well as the intent and timeline for the remaining deliverables of Phase 2.

2.8 Survey Data Analysis: POLCO 2025 – *April/May 2025*

The USF team will work with POLCO staff to add additional questions to the annual POLCO survey. The USF team will analyze, group, and summarize the feedback survey into a report which will be presented to Wellington’s leadership team. Data from the NCS Survey will also be analyzed and reviewed for SWOT that affects the strategic planning process. A version of the analysis and recommendations will also be posted to the Village’s website.

2.9 Community Forum I — *Early April 2025*

The SPC Collaborative Labs team will facilitate a collaborative Community Forum to gain valuable insights for consideration in the strategic planning. Invite stakeholders will include residents, businesses, and other groups affiliated with the Wellington community. The USF team will invite elected officials, but request elected officials to listen and observe, but not participate. This Forum will:

- ask participants to identify characteristics of Wellington that they value most and do not want to change, and issues affecting Wellington that the Village will need to address

- begin to discuss participants’ desires for the future of the Village and Village government, including a potential vision statement, and possible goals, objectives or recommendations related to the vision and issues
- Discuss priorities

The SPC Collaborative Labs and USF team will develop workshop materials for the Forum. The team will also prepare a Forum Summary outlining activities and conclusions at the Forum, as well as suggestions for Village communication.

2.10 Community Forum II — *Early June 2025*

Community Forum II will allow participants to:

- Review draft vision, objectives and recommendations
- Review input received through resident survey and social media since Forum 1
- Discuss and refine the draft vision, goals, objectives, and recommendations
- Test the degree of support or consensus for the vision, goals, objectives, and recommendations
- Discuss priorities

The USF team in partnership with SPC Collaborative Labs will develop workshop materials for Forum II based on discussions at Forum I, including the draft vision, objectives, and recommendations. The team will also prepare a Forum Summary outlining activities and conclusions at the Forum, as well as suggestions for social media communication.

2.11 Council Presentation: Review info-to-date and Next Steps (*Prefer Virtual for both USF and SPC*) — *August 12, 2025*

The USF team in partnership with SPC Collaborative Labs will prepare a presentation and report of the Resident Survey Results, Community Forum I, as well as the Employee Survey and Community Forum II. This presentation will outline activities and conclusions, solicit comments on the overarching vision and goals resulting from the Community Forums prior to moving into Phase Two.

Phase Three: Plan Design

3.1 Village Manager & Executive Village Leadership Planning Meeting I (Virtual—3 hours) — *August 2025*

The USF team will meet with the Village Manager and Executive Leadership team to review the information-to-date and begin to draft language for the goals, objectives and action items. This information will then be used for Leadership Forum II. SPC Collaborative Labs team will provide a documenter and consultant.

3.2 Leadership Forum I – Council (In-person—6 hours) — *Early September 2025*

Leadership Forum I will include Leadership across each department and Village Council.

- debrief the citizen forum/survey results
- debrief the employee forum results
- debrief initial citizen and employee desires for the future of the Village, including potential goals, objectives and recommendations related to the vision
- develop mission, vision, values, and strategic SMART goals for the Village government as an organization

The USF in collaboration with SPC Collaborative Labs team will develop workshop materials for Leadership Forum I. The team will prepare a Forum Summary Report outlining activities and conclusions

at the Forum.

3.3 Village Manager & Executive Village Leadership Planning Meeting II (Virtual—3 hours) — *Late September 2025*

The USF team will meet with the Village Manager and Executive Leadership team to review the information-to-date and begin to finalize the language for the goals, objectives and action items. This information will then be used for draft Final Report. SPC Collaborative Labs team will provide a documenter and support, as needed.

3.4 Leadership Forum II (In-person—3 hours) — *Early November 2025*

Leadership Forum II will include Leadership across each department and Village Council.

- Review/finalize mission, vision, values, and strategic SMART goals
- Develop champions, objectives, implementation plans and timelines for each goal
- Determine a schedule for monitoring (accountability checkpoints) for each goal

The USF and SPC Collaborative Labs team will develop workshop materials for Leadership Forum II. The team will prepare a Leadership Forum II Summary Report outlining activities and conclusions at the Forum, as well as recommendations for long-term success of the strategic plan.

3.5 Final Report Internal Review

The USF team will prepare a Draft Strategic Plan which will include:

- An organizational overview
- A definition and purpose of the Strategic Plan
- A written summary of the process used in the completion and assembly of the plan
- An establishment of the Village’s mission, vision and values statements
- A list of stakeholder priorities for Village goals and objectives, including those of elected officials, employees, residents, businesses, and of any other significant groups
- A description of SMART goals and objectives for the Village
- Recommendations for the long-term success of the strategic plan
- Raw data obtained from the assembly of the plan
- Other information as deemed necessary by the USF team

Following the planning retreat with the Village Manager and Department Heads, a final draft report will be created and circulated to senior staff for review and comment.

3.6 Presentation of Final DRAFT Report to Council Workshop (In-person or Virtual —1.5 hours) — *December 2025*

The USF team and SPC Collaborative Labs will collaborate with Wellington staff to present the report to the Council. The team will answer questions and/or clarify the report and implementation strategies.

Phase Four: Implementation – *January 2026- December 2026*

4.1 Strategies for Supporting the Implementation Plan

As part of this process, the USF team in partnership with SPC Collaborative Labs will work with the Council and City Manager to ensure the five key components needed to support implementation plan are in place: people, resources, structure, systems, and culture. This will also include an agreed upon dashboard tool and process for the Implementation Plan Facilitation.

4.2 Implementation Plan Facilitation

The completed Strategic Plan is a living document and should function as the main thrust of the Village of Wellington in goal achievement. The Collaborative Labs team at SPC in partnership with the USF team will facilitate Implementation Workshops on a quarterly basis for a year to assess progress made to date and recalibrate plan to align with goals as needed.

ANTICIPATED TIMELINE

The timeline may be adjusted at the discretion of Wellington staff. The total project duration would be approximately 12 to 18 months to complete the scope of services from execution of a signed contract. **Note:** This outline is tentative and will be refined based on initial consultation with the Village Manager, Council, and staff. It is intended to serve as a starting point for discussions to develop a final design.

Phase Two: Citizen Input and Feedback

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|------|---|------------------|
| 2.1 | Kick Off and Work Plan Refinement | January 2025 |
| 2.2 | Communications Outreach | On-going |
| 2.3 | Strategic Alignment Workshop and Setting Expectations (Council) | January 13, 2025 |
| 2.4 | Town Hall – Citizen Engagement Session | February 2025 |
| 2.5 | Boards and Committees Workshop | February 2025 |
| 2.6 | Community Partners Workshop | February 2025 |
| 2.7 | Council Annual Planning Meeting Update | March 2025 |
| 2.8 | Survey Data Analysis: POLCO 2025 | April/May 2025 |
| 2.9 | Community Focus Group Forum I (3 hours) | Early April 2025 |
| 2.10 | Community Focus Group Forum II (3 hours) | Early June 2025 |
| 2.11 | Council Presentation: Review info-to-date and Next Steps | August 12, 2025 |

Phase Three: Plan Design

| | | |
|-----|---|------------------------|
| 3.1 | Village Manager & Executive Leadership Planning Meeting | August 2025 |
| 3.2 | Leadership Forum I (6 hours) off-site | Early September 2025 |
| 3.3 | Village Manager & Executive Leadership Planning Meeting | Late September 2025 |
| 3.4 | Leadership Forum II (3 hours) off-site | Early November 2025 |
| 3.5 | Final Report Internal Review | November/December 2025 |
| 3.6 | Final Report to Council Workshop | December 2025 |

Phase Four: Implementation

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|-----|---|-----------------------------|
| 4.1 | Strategies for supporting the implementation plan | January 2026- December 2026 |
| 4.2 | Implementation plan facilitation | January 2026- December 2026 |

ESTIMATED INVESTMENT

Based on the scope and expected deliverables, the estimated cost to cover FIOG's costs to complete the proposed Strategic Planning Process is \$ 199,135.15 for the above-mentioned tasks. The final cost is inclusive of travel, printing, publishing and ADA document remediation.

| <u>PHASE</u> | <u>TIMELINE</u> | <u>COST</u> |
|--------------|-------------------------|---------------|
| Phases 2 | January – August 2025 | \$ 123,753.80 |
| Phases 3 | August – December 2025 | \$ 75,381.35 |
| Phases 4 | January – December 2026 | TBD |

Please Note: All engagements are based on attendance of 50 attendees or less. If over 50 attendees there is usually a charge of adding an additional support specialist. The estimated pricing is based on current scope of work. If work is extended beyond this scope of work, there may be a discussion of additional charges.

ANTICIPATED CHALLENGES AND SOLUTIONS

Coordinating between organizational and community-wide process components

While the strategic planning process methodology focuses primarily on a vision, goals and objectives for the Village as an organization, it also highlights the importance of developing these within the context of a broader community-wide conversation about the character and future of the Village itself. Activities addressing each of these components will have to be carefully sequenced and coordinated to ensure that the community-wide context is established at a point in the process and in a way that allows the activities focused on Village government to be fully informed and supported by that context.

Effectively integrating employee input with leadership direction

Employee input is often critical to understanding how an organization works and the challenges it faces. At the same time, it is important for employees and senior staff to develop a shared understanding, and level of comfort with, how that input will be used in the process. Careful framing and facilitation of the employee and leadership conversations described above can help ensure a productive role for this input.

Integrating input received through different channels

The scope of work in this proposal contemplates soliciting input from all stakeholders through a variety of modes: interviews, focus groups, community meetings, surveys and social media. To maximize participant satisfaction with the process, it will be important the full range of this input is available to participants and understood by them when they need it.

Transparency and responsiveness

The process outlined in this proposal includes many activities and conversations and will ideally result in products that guide Village government operations for a significant time to come. Because of this, it will be critical that residents and other stakeholders understand the range of input received and conversations conducted in the process, and how the results are based on that input and those conversations.

ADDITIONAL INFORMATION

THE COLLABORATIVE PROJECT TEAM – PERSONNEL

Our team of experts in Statistics and Data Analysis, Survey Development, Human Resource and Project Management, as well as strategic planning for local governments come from both the University of South Florida School of Public Affairs and St. Petersburg College Collaborative Labs may include:

Angela Crist, MPA, serves as the Director of the USF FIOG. Ms. Crist has a proven track record as a high energy, results driven leader recognized for innovative strategies and tactics. Her excellent problem solving and customer-oriented focus have created value and managed client expectations to obtain mutual benefit. With over 15 years of experience, Angela has built and led new department or groups with related staff training and mentoring to attain long-term business goals. She has consistently achieved positive results by motivating and leading organizations to identify, develop and capitalize on business opportunities by forging alliance across organizational boundaries. Her professional affiliations include Florida Village and County Management Association, Florida League of Cities, Florida Association of Counties, USF Alumni Association, USF Area Community Civic Association, and Leadership Tampa Bay Alumni Association.

John L. Daly, PhD, is Associate Professor of Public Administration and past Founding Director of the School of Public Affairs at the University of South Florida. His research interests include human resource management and public policy issues facing local government. He also is a specialist of governance and public policy challenges facing southern African nations. John has received two Fulbright Scholar grants to the Kingdom of Swaziland. He first served as a consultant to the Kingdom of Swaziland's government (1998-99). His second Fulbright grant allowed him to join the University of Swaziland faculty (2005-06). Most recently, John was selected as the 2014 recipient of the International Village/County Management Association's Academic Award in Memory of Stephen B. Sweeney. This honor was presented to him at the 100th ICMA Conference in Charlotte, NC, in September 2014. John is the author of two books, *Training in Developing Nations* (2005, M.E. Sharpe/Routledge) and *Human Resource Management in the Public Sector: Policies and Practices*, (2012, M. E. Sharpe/Routledge). Dr. Daly has extensive experience providing consulting services to Florida municipal governments, primarily in the areas of human resource management and organizational development.

Tina Fischer serves as the Operations Manager and facilitator for the SPC Collaborative Labs. Tina has over 25 years leading process improvement, corporate training, strategic planning, and facilitation. In addition to facilitating, she manages the operations of Collaborative Labs to ensure successful outcomes for clients. Tina's previous experience as a computer consultant had her traveling across the United States helping Fortune 500 clients implement new computer systems. Through this experience, her propensity for efficiency developed. She specialized in workflow management, process improvement, effective team communication, policy and procedure documentation, training, and quality control. Tina received her Bachelor of Science in Electrical Engineering from Florida State University. She was also an adjunct math professor for St. Petersburg College. Her love of teaching and ability to simplify the complex is apparent during client engagements.

Andrea Henning, MEd, serves as the Executive Director and facilitator for the SPC Collaborative Labs. Andrea has over 30 years leading strategic planning, corporate training and leadership development, including the launch of the Collaborative Labs over 17 years ago. She has facilitated over 3000 regional, national and international engagements. Prior to the Labs, Andrea led corporate training and organizational development for companies including: Chrysler, GE, and Universal Studios. She managed projects at Paradigm Learning for Frito-Lay, Pepsi, Capital One, and Kimberly-Clark. Andrea is a certified Co-Active Coach. Her education includes a BA from Wheaton College, a M.Ed., and post-graduate work in Educational Psychology from the University of Toledo.

Jonathan Massey serves as the Visual Illustrator for the SPC Collaborative Labs. Jonathan is Collaborative Lab's extraordinary artist. He interprets our workshop discussions into compelling illustrations that depict their shared vision and strategy. Jonathan has completed over 3,000 illustrations to date. These illustrations capture participants' stories in a unique way that are used beyond the workshop into strategy implementation. Jonathan has a Bachelor of Fine Arts from Virginia Commonwealth University. He began his career creating graphic design and managing art departments for newspapers such as the Chicago Sun Times, Cincinnati Enquirer, Detroit Free Press, and Baltimore Sun. Over the past 20 years, 10 of which has been with the Labs, Jonathan has focused on designing business illustrations for nonprofit, government, and commercial clients. His talents span various media including pen, marker, computer graphics and video production.

Stephen Neely, PhD, is an assistant professor in Public Administration at the University of South Florida's School of Public Affairs. He has an earned PhD in Public Administration from North Carolina State University, as well as two master's degrees in social and Public Policy Analysis as well as Business Administration. His specialties include research methods, survey administration, and data analysis, and he has previously conducted survey research in partnership with agencies/organizations such as the Florida Village/County Management Association, the Florida Center for Cybersecurity, and the Village of Zephyrhills, Florida.

Robyn Odegard, MA, serves as the Learning and Development Facilitator with the Florida Institute of Government at USF. In this role, she serves as project manager, program manager, and research administrator. Robyn holds certifications as a Certified Associate in Project Management (CAPM) from the Project Management Institute and CRA USF-ADVANCED certification from USF Research and Innovation. She received her MA in Political Science from the University of South Florida.

PJ Petrick serves as the Director of Technology for the SPC Collaborative Labs. PJ manages and assists with facilitating all of the technology needs of the collaborative engagements at Collaborative Labs. Specializing in guiding participants through using the Collaborative Labs cutting edge technology, PJ uses a hands-on approach to ensure that session goals are met in the most efficient manner. PJ has over 16 years' experience in the business and management information systems industry. He has managed technology in over 3000 collaborative events. He was the planner and leader of the St. Petersburg College's technology instillation team. He has also owned and managed small businesses over the last 10 years. PJ received a Bachelor of Science from the University of Central Florida and holds A+ certification in technology.

Karin Carlan serves as the lead documenter for the SPC Collaborative Labs. Karin captures and provides robust meeting notes, which are delivered in the Real-Time Record following each engagement. She has been with the Collaborative Labs team since 2017. Prior to working with the Labs, Karin's career was in Technical Writing. In this role, she provided various forms of end-user, training, and software documentation for insurance, point-of-sale processing, and market analysis companies. She has a knack for providing succinct, easy-to-read documentation. Karin received her Bachelor of Arts degree in English from the University of Florida.

BRIEF DESCRIPTION OF ORGANIZATIONS

PRIMARY LEAD AGENCY

Collaborative Labs at St. Petersburg College, founded in 2004, specializes in the design, facilitation and documentation of highly interactive and dynamic facilitated planning engagements whether in-person, mobile, virtual or hybrid.

Strategic planning services are designed to produce maximum benefits in minimal time for clients. At Collaborative Labs, strategic visioning is the specialty. With more than 17 years of redefining strategic planning services and collaborative problem solving the extensive roster of satisfied clients is a testament to the value-added partnerships and lasting results. Their unique approach to strategic planning services is unparalleled in the industry from understanding how to leverage team strengths, enhancing individual performance to aligning business solutions with corporate goals. Expert facilitators empower participants to resolve conflicts and competing priorities through collaboration, and pinpoint overlapping areas of responsibility to help employees avoid duplication of effort and prevent deliverables from slipping through the cracks.

Importantly, Collaborative Labs is known for ensuring that all your stakeholders have an equal voice in the strategic-planning process. This is critical to the success of your endeavor and produces significantly better results than top-down planning. When individual team members are actively involved in contributing to business solutions, they feel more invested in the outcomes and take greater pride in organizational achievements – further enhancing your potential for success

CO-LEAD AGENCY

The John Scott Dailey Florida Institute of Government (FIOG) was created by the Florida Legislature in 1980 and subsequently designated as a Type I Institute by the Florida Board of Regents. The institute fulfills its statewide mission through a consortium of six (6) affiliate program offices located at the Florida State University, the University of Florida, the **University of South Florida**, the University of Central Florida, Florida Atlantic

University, and Florida Gulf Coast University.

The FIOG at USF works directly with all USF faculty, staff, and practitioner's university-wide to bring their expertise to our clients. All of our USF faculty, staff and practitioners are highly qualified and provide top notch services in a variety of critical areas including developing and implementing training and research programs, services, and grant and contract administration activities involving federal, state, and local governments, non-profit organizations, and the private sector.

In January 2013, the School of Public Affairs (SPA) at the University of South Florida (USF) was created to merge the graduate programs in Urban and Regional Planning and Public Administration, as well as **the John Scott Dailey Florida Institute of Government**. The faculty consists of interdisciplinary group of scholars and former practitioners who share a common commitment to student learning, top-notch scholarship and applied community engagement.

The School's John Scott Dailey Florida Institute of Government (FIOG) provides training and technical assistance to local and state government officials, volunteers and the general public on a wide range of topics, such as team building, strategic planning, goal setting and effective communication. The FIOG partners University professionals from a variety of disciplines with organizational leaders charged with solving specific local issues to identify, evaluate and implement effective solutions. For the purposes of this project.

OUR SERVICE CAPABILITIES

Collaborative Labs at St. Petersburg College, through an engaging, collaborative process and interactive technology (brainstorming and polling technology), are able to bring stakeholders together and help them achieve consensus on a shared strategic vision, priorities and accountability. The customized programs are designed to foster creative business solutions that create successful outcomes. The real value of the services provided lies not only within the expert facilitation and collaborative technology, but also in the ability to leverage those resources to provide a practical and actionable roadmap for success. A *Real-Time Record*[™] is made available within two to three business days to allow the client to start right away on the outcomes of the engagement.

The Collaborative Labs at St. Petersburg College have facilitated over 3,000 engagements for business and organizations within government, municipality, profit, and non-profits. These engagements have taken place in person at their 10,000 square foot state-of-the-art technology labs, mobile throughout the United States and virtual.

The John Scott Dailey Florida Institute of Government (FIOG at USF) works directly with all USF faculty, staff and practitioner's university-wide to bring their expertise to our clients. As part of a regional structure for enhanced relationships, the FIOG serves government and non-profit entities within a 9- county region including Hardee, Hernando, Highlands, Hillsborough, Manatee, Pasco, Pinellas, Polk, and Sarasota.

With over 25 years of experience in the local community, the Florida Institute of Government at the University of South Florida has a vast history of helping government and non-profit entities through visioning and strategic planning processes, offering, and coordinating trainings, technical assistance, and applied research projects for the local community. Since 1995, the institute has conducted approximately 24,793 workshops and conferences statewide in Florida—an average of 2,749 per year. Also, during this same time, approximately 580,685 participants, the large majority of whom represent officials and employees from local government in Florida, have attended programs resulting in over 2.6 million professional contact hours. The institute has also conducted an estimated 1,190 technical assistance and applied research projects, an average of 119 annually.