

R. Miller Consulting Group, LLC
2764 Pleasant Road Suite A #10810
Fort Mill, SC 29708



October 27, 2021

David Hebert, City Manager
City of Oakland Park
3650 NE 12th Avenue
Oakland Park, FL 33334

Re: OPCRA 5 Year Strategic Action Plan Update 2023-2028

Dear Mr. Hebert:

As a part of R. Miller Consulting Group's (RMCG) ongoing contract with the City of Oakland Park for CRA Implementation Services; *Task 3. CRA Strategic Plan – Studies, Analysis, and Operational Services (as requested)*, we are pleased to have the opportunity to provide the City of Oakland Park with a proposal to update the OPCRA 5 Year Strategic Action Plan (2023-2028). Based on discussions and direction from CRA staff, RMCG is recommending a three-phase approach to the CRA Plan update. The three-phase approach incorporates the CRA's desire to focus on new initiatives for the future by incorporating stakeholder group discussions, commission workshops, and community participation in the process.

SCOPE:

PHASE I: DATA COLLECTION AND WORKSHOP

In order to evaluate external market and demographic patterns in the CRA, RMCG will work with City Economic Advisors and Analysts to obtain updated demographics, market data, consumer capacity, spend patterns, and small business capacity data.

RMCG will also work with the City's Finance Department to obtain data on tax base growth and city revenue and expenditures to develop and update the OPCRA Financial Plan for 2023-2028.

RMCG will conduct stakeholder group meetings (Session A) and a CRA Board Workshop to gather insight and develop strategies. The groups are recommended as follows:

- **Entrepreneurship Group**: To gain insight on the kinds of programs, strategies, partnerships, and/or projects that would be most beneficial for attracting emerging entrepreneurs to invest in the OPCRA. (*Membership: a diverse group of entrepreneurs, investors, start-up companies*)

- **Placemaking Group**: To discuss vision character and sense of place in the CRA and gain insight on the kind of investments, projects, and programs that should be encouraged to activate spaces and ensure a vibrant and economically sustainable CRA. (*Membership: a diverse group of residents, city planning staff, city CIP staff*)
- **Downtown Partners Group**: To discuss the small business needs and capacity building and gain insight on the programs and investments that would work to strengthen and enhance existing small businesses in the City. (*Membership: a diverse group of OP small business owners*)
- **CRA Board Workshop**: Using the data collected and insights provided by the various stakeholder groups, RMCG will work with the CRA Board of Directors in a workshop setting to define the challenges and opportunities anticipated in the next 5 years, evaluate CRA Goals and Principles, and set priorities.

PHASE II: INITIAL PLAN DEVELOPMENT

- Based on data collection, stakeholder insight, and CRA Board Workshop direction, RMCG will develop the initial draft of the CRA 5-year Strategic Plan Update (2023-2028) and present initial concepts to the stakeholder groups (Session B) for feedback and discussion.

PHASE III: FINAL PLAN DEVELOPMENT

- RMCG will present the final OPCRA 5 Year Strategic Action Plan Update to CRA Board of Directors to consider and adopt.

DELIVERABLES:

- One (1) electronic copy of the OPCRA 5 Year Strategic Action Plan with all appendices attached, to be transmitted in PDF.
- One (1) electronic copy of the OPCRA 5 Year Strategic Plan presentation to be transmitted in PDF.
- One (1) electronic copy of the OPCRA 5-Year Strategic Plan Executive Summary document written for external user distribution to be transmitted in PDF.

EXCEPTIONS:

- City Economic Advisors and Analysts work to obtain updated demographics, market data, consumer capacity, spend patterns, and small business capacity data.
- Virtual Meeting Technology for Commission Workshops or large Community Meetings.

TERMS OF SERVICE:

The total cost of this project to the City of Oakland Park Community Redevelopment Agency is \$40,000.00. The cost of the project noted above does not include the cost of city Economic Advisor Services associated with data collection or virtual meeting technology that may be required for public meetings. RMCG will bill for the services listed herein at the completion of each Phase as follows:

Phase One Service Cost:	\$15,000.00
Phase Two Service Cost:	\$12,500.00
<u>Phase Three Service Cost:</u>	<u>\$12,500.00</u>
Total:	\$40,000.00

ACKNOWLEDGEMENT AND AGREEMENT

In order to commence work on behalf of the City, we ask that you sign and acknowledge below. Thank you for the continuing opportunity to be of service.

David Hebert, City Manager
City of Oakland Park

Date

Sincerely,

A handwritten signature in black ink, appearing to read "Renee C. Miller". The signature is fluid and cursive, with the first name "Renee" being more prominent and the last name "Miller" following in a similar style.

Renee C. Miller,
President
R. Miller Consulting Group LLC