



SHADY SHORES TOWN COUNCIL
WORKSESSION
JANUARY 9, 2023; 6:30 PM
101 S.SHADY SHORES ROAD
SHADY SHORES, TX 76208

TO VIEW THE MEETING LIVE
<https://shadyshorestx.civicclerk.com/>

CALL TO ORDER

ROLL CALL

Establish a quorum.

- 1 Parking Ordinance- Conduct a worksession relative to updates to the current Parking Ordinance work, specifically the sections pertaining to approved parking surfaces for front and rear yard parking.
- 2 Comprehensive Zoning Plan- Conduct a worksession relative to updating the comprehensive zoning plan.
- 3 Strategic Planning- Conduct a work session relative to an agreement with Opportunity Strategies to conduct a strategic planning session for the Town Council and staff.

ADJOURN

The Town Council reserves the right to adjourn into closed session at any time during the course of this meeting to discuss any of the matters listed on this agenda, as authorized by Texas Government Code Section 551.071 (Consultation with Attorney), 551.072 (Deliberation about Real Property), 551.073 (Deliberation about Gifts and Donations), 551.074 (Personnel Matters), 551.076 (Deliberations about Security Devices), and 551.087 (Economic Development).

I, Wendy Withers, Town Administrator of the Town of Shady Shores do hereby certify that the above notice of the Regular Town Council Meeting was posted on the bulletin board at the Community Center, 101 S. Shady Shores Road, Shady Shores, Texas on 6th Day of January 2023, at 08:27 A.M.

Wendy Withers
Wendy Withers, Town Administrator



AGENDA MEMORANDUM

DATE: January 9, 2023
TO: Shady Shores Town Council
FROM: Wendy withers, Town Administrator
SUBJECT: Review of Parking Ordinance - parking on an approved surface

BACKGROUND/INFORMATION:

FINANCIAL IMPLICATIONS:

RECOMMENDATION/ACTION DESIRED:

Provide clarification of the definition of "approved surface" for the parking regulations, as the regulations for short-term rentals differ from the parking regulations for parking on vacant lots and front yards. Councilmembers discussed this at the December 12, 2022, Town Council worksession. Members agreed to review examples of problematic parking areas and discuss them at the January worksession.

ATTACHMENTS/SUPPORTING DOCUMENTATION:

1. Parking of motor vehicles in the front yards of developed lots, and in vacant lots
2. Parking restrictions from Short Term Rental

REVIEWED BY:

§ 4.04.017. Parking restrictions.

The maximum amount of motor vehicles allowed at a short-term rental shall be limited to the number of available off-street parking spaces. It shall be unlawful for an owner or person to permit, allow or advise occupants to park more vehicles on the premises than the available off-street parking spaces, or to suffer or permit parking of vehicles on an unapproved surface. It shall be unlawful for an occupant of a short-term rental to park a motor vehicle on a residential street near a short-term rental. It shall be unlawful for an occupant of a short-term rental, or an owner thereof to allow an occupant, to park or occupy a motor home, recreational vehicle, boat, commercial vehicle, or otherwise prohibited motor vehicle on the premises of a short-term rental or on a residential street near a short-term rental. Approved parking surfaces are asphalt and concrete, which require a permit for installation. No parking is allowed in the side yard or rear yard of the property. Parking in the front yard is as otherwise required by ordinance. Not more than twenty per cent of the front yard may be paved for parking for lots more than one fourth acre (see section 4.04.019).

(Ordinance 351-09-2021 adopted 9/20/21)

§ 12.03.008. Parking of motor vehicles in the front yards of developed lots, and in vacant lots.

(a) Findings of fact.

- (1) The foregoing recitals are incorporated into this section by reference as findings of fact as if expressly set forth herein.
- (2) 'The parking of automobiles, including light trucks, commercial vehicles, box trucks, semi-tractor and other trucks of greater than a half ton payload designation, hereinafter referred to as "motor vehicles" in this section, can lower property values, reduce the appearance of the neighborhood and thereby lower the quality of life within the town; justifying reasonable limitations on the parking of motor vehicles in the front yards of residential properties, and undeveloped lots.

(b) Regulations for parking; definitions. The following words, terms, and phrases, when used in this section, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Front yard.

- (1) Area of a developed lot between the front building line and the nearest to the front building line of the following:
 - (A) The front property line.
 - (B) The outside edge (closest to the residence) of the drainage bar ditch.
 - (C) The curb.
 - (D) The edge of the surface of the road closest to the residence.
- (2) Such area being bounded on each side by the property lines on each side of the front yard.

Residence. A dwelling structure on a platted or lot described by metes and bounds of an area equal to or greater than one fourth acre, and not more than one acre.

Undeveloped lot. A tract of land on which a dwelling has not been constructed, and a dwelling is not under construction.

(c) Parking regulations; penalties; exceptions.

- (1) The parking of a motor vehicle in the front yard is prohibited and a violation of this code, unless the vehicle is parked in compliance with the following requirements:
 - (A) Parked in the front yard on an all-weather surface in good condition, such surface being of asphalt, concrete, gravel, crushed limestone, or other similar surface acceptable to the city building inspector.

1. Original has this as Subsection (1).

- (B) The all-weather surface must not cover more than 20% of the front yard, as measured by the square footage of the front yard as defined in this section. The 20% area includes the driveway and all other impervious and all-weather surfaces in the front yard.
 - (C) The all-weather surface parking area must be contiguous and accessed by the driveway of the residence.
- (2) Exceptions. The parking regulations above do not apply to:
- (A) Lots of less than one fourth acre, or larger than one acre.
 - (B) Recreational vehicles-except as regulated elsewhere in this municipal code.
- (3) Undeveloped lot.
- (A) It is a violation of this section for the owner of an undeveloped lot to allow parking of motor vehicles, trailers of all kinds and size, and/or any storage of building material of any kind; mechanical parts of automotive or other equipment; and/or trash or debris on an undeveloped lot.
 - (B) It is a violation by the owner of any motor vehicles, trailers of all kinds and size, and/or any storage of building material of any kind; mechanical parts of automotive or other equipment; and/or trash or debris to park or place same on an undeveloped lot.

(Ordinance 312-02-2018 adopted 2/12/18; Ordinance 356-08-2022 adopted 8/8/22)



AGENDA MEMORANDUM

DATE: January 9, 2023
TO:
FROM: Wendy withers, Town Administrator
SUBJECT: **Comprehensive Zoning Plan- Conduct a worksession relative to updating the comprehensive zoning plan.**

BACKGROUND/INFORMATION:

Comprehensive planning is a process by which a community assesses what land it had, has, what it wants and how to achieve what it wants, and how to achieve those results. As the Town of Shady Shores continues to grow, Council may wish to consider a review of current land use and future land use for future development, quality of life and revenue.

FINANCIAL IMPLICATIONS:

RECOMMENDATION/ACTION DESIRED:

ATTACHMENTS/SUPPORTING DOCUMENTATION:

1. Comprehensive Zoning Plan

REVIEWED BY:



Comprehensive Zoning Plan

Town of Shady Shores January 2023

What is a Comprehensive Zoning Plan?



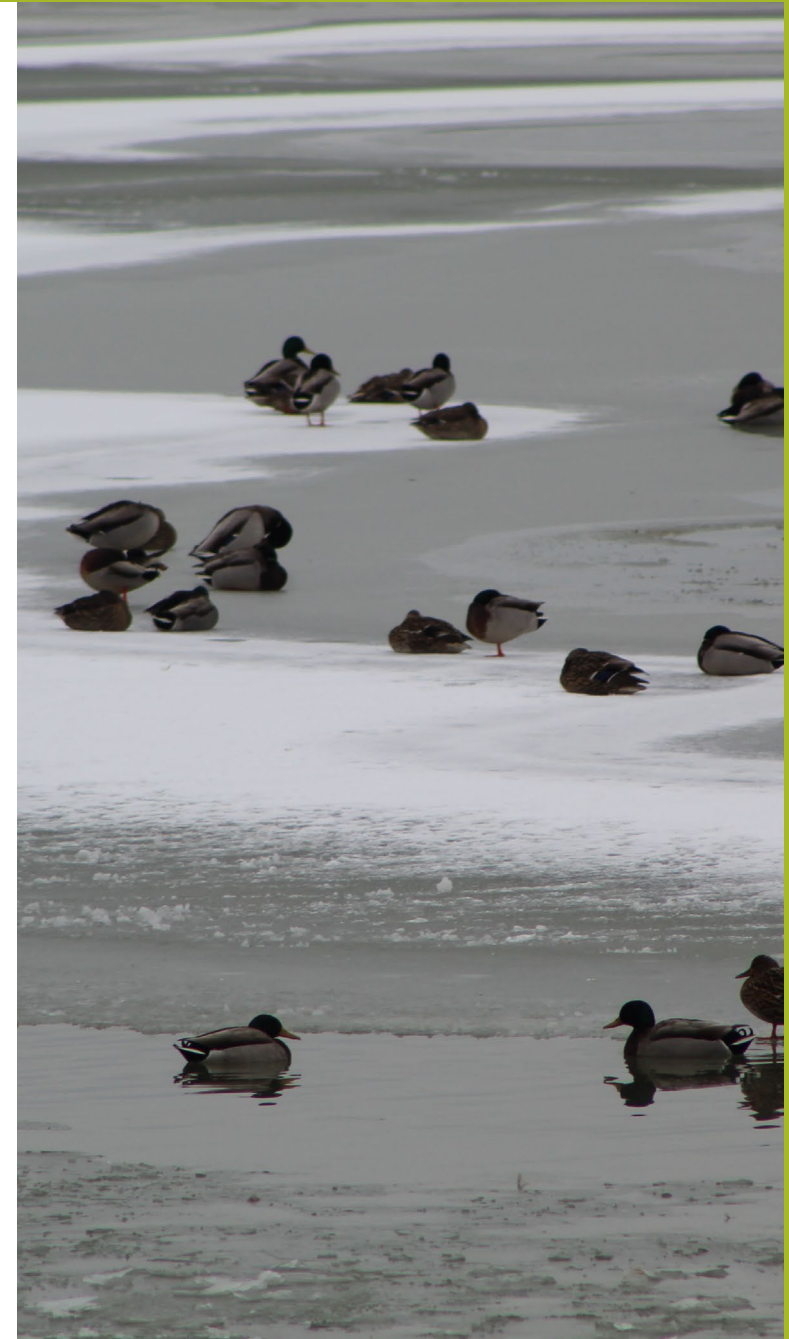
Had



Have



Want



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Goals of the Plan

- Lessen congestion in streets/provide sound thoroughfare plan for travel
- Safety from fire, panic and other dangers
- Promotes health and general welfare
- Provide adequate light and air
- Prevents overcrowding of land
- Provide community spaces and activities for social health and welfare
- Facilitate adequate provisions for transportation, utilities, schools, parks and other public facilities.

Elements of the plan



Land Use Provisions



Transportation



Public Facilities

How we get there?

What land use exists currently?

What services do we offer as a Municipality?

What do we want? Statement of principles and thought process

Goals for parkland and open space

Demographics

Housing issues?

Historic Aspects of the City

Flood Prevention

Urban Forestry/Landscaping

Opportunities and Challenges

A red flag pin is stuck into a map of a town grid. The map shows a network of streets and some green areas. The flag is red with a silver pin. The background of the slide is a light green gradient.

Town of Shady Shores

- Zoning Map (current)
- Comprehensive Zoning Plan (future)
- Thoroughfare Plan
- Parks and Trails Plan

Staff Direction

- Planning and Zoning
- Citizen Input
- Staff Input
- Council Strategic Planning and Worksession





Questions ?



AGENDA MEMORANDUM

DATE: January 9, 2023
TO: Town Council
FROM: Wendy withers, Town Administrator
SUBJECT: **Strategic Planning- Conduct a work session relative to an agreement with Opportunity Strategies to conduct a strategic planning session for the Town Council and staff.**

BACKGROUND/INFORMATION:

The Town conducted a strategic planning session earlier this year, receiving input from residents and board members to determine future goals and strategies for the Town of Shady Shores. Alysia Cook is a skilled planner and facilitator who has submitted a proposal to help take the objectives developed by the initial strategic planning committee and allow council and staff to work together to develop an action plan for implementation. The plan offers a base plan with various add-on services that the council might choose to add.

This item was discussed at the December 12, 2022 Council worksession and staff was directed to clarify the deliverables and request references.

FINANCIAL IMPLICATIONS:

RECOMMENDATION/ACTION DESIRED:

ATTACHMENTS/SUPPORTING DOCUMENTATION:

1. Shady Shores Town Council Retreat Proposal

REVIEWED BY:



Proposal for

Strategic Planning Services

for the

Town of Shady Shores

Submitted by



December 7, 2022

December 7, 2022



Town of Shady Shores
Ms. Wendy Withers
Town Administrator
101 S. Shady Shores Road
Shady Shores, TX 76208

Dear Wendy:

I am pleased to submit this proposal for a Town Council Retreat for the Town of Shady Shores. Opportunity Strategies LLC is well-versed in community and organizational management and will develop two half-day workshops that provide the Shady Shores Town Council with a powerful process for strategic planning. We have nearly three decades of experience working with organizations like yours across the United States. This will allow us to deliver a meaningful interactive workshop that reflects the unique challenges and opportunities facing your town council.

Our process will be based on investigation and our extensive experience. The plan will provide a set of goals for implementation over the next 2 years. Each goal will include specific strategies, metrics, and timelines. The Town of Shady Shores will have clear direction, and this will ensure the plan has a meaningful impact on the Shady Shores area, your constituents, community stakeholders, and will serve your team well.

Our proposal below details the process we will follow to develop a meaningful and effective Strategic Planning Process.

Opportunity Strategies has the experience, the talent, and the knowledge to ensure the Shady Shores Town Council Strategic Plan is successful and provides a clear framework for decision-making to protect and improve the business community, the quality of life, and the tourist experience in Shady Shores, helping ensure continued economic vitality into the future.

I want your business!

Sincerely,

Alysia A. Cook

Alysia A. Cook, PCED, IOM
PO Box 50101
Austin, TX 78763
512-963-2263
alysia@opportunitystrategies.com

OUR OBSERVATIONS & FINDINGS FOR

Shady Shores Town Council

At Opportunity Strategies LLC, we are committed to providing the Shady Shores Town Council with the process and deliverable that will be the solution to a successful Strategic Planning process.

We understand that each project begins from its own unique place. We want to meet you where you are and help you get to where you want to be. For this project, we understand that:

- *You are Interested in Continuous Improvement*

Being a successful town and wanting to retain relevance and impact in a changing economic and business development world, you understand the need for self-reflection and focus on continuous improvement.

- *You Have a Focus on Team Unity with the Future in Mind*

Being an established team and continuing to serve your community, you have an opportunity to shape the future in different ways than ever before. We understand your drive to serve, and we want to help you establish a meaningful experience to unify your team while proactively preparing for the future together.

- *You are Poised for Success*

Building on past successful endeavors, you are now ready for a Town Council workshop, with the help of your Management Team and an experienced professional facilitator to become an even stronger unified voice to deliver even greater service.

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Elements of Our Recommended Process

Scope of Work: Strategic Planning (One full day or two half-day workshops)

Assignment: The client, the Town of Shady Shores, requests professional facilitation services that include the development of a 2-year Strategic Plan. Participants are expected to include members of the Shady Shores Town Council, Town Management, and any department heads/directors or invited guests of the Town of Shady Shores.

The Town Administrator, Town Council (and staff, if included) will gather together to do strategic planning together. Exact dates and times will be decided by the client.

The team will discuss and make professional recommendations to the Town Council based on their perception of municipal needs, then the Council will consider those recommendations and make the final decisions.

We work together to develop 3-7 goals/goal categories in total. This participatory session will likely include:

- Mission and Vision Development
- Review SWOT Analysis (if added; see below)
- Review of Recent Resident Survey & Considerations of their Recommendations
- Goal Development Determination (3-7 goals/goal categories)
- Discussion around Desired Outcomes
- Strategy & Action Step Development
- Metrics/Key Performance Indicators to gauge progress for next 24 months

Final Deliverable: The completed project will be a 2-year Strategic Plan draft submitted to the Town of Shady Shores in an electronic format within 4 weeks of the planning session date.

This retreat includes one day or two half days of strategic planning consisting of Mission/Vision reminders, Start/Stop/Continue Analysis, goal development, strategy development, and metrics/KPIs (Key Performance Indicators) to gauge progress during implementation.

Pre-planning Deliverable: The facilitator will meet via phone or in person 3-4 weeks in advance with the client to gain a complete understanding of the program expectations. During this initial planning call, a draft agenda for the planning session will be developed and submitted by the facilitator to the client. The facilitator will pursue necessary research and preparations.

We specialize in creating realistic goals and implementation guides for communities and organizations. Many clients turn to us after making the mistake of hiring a consultant who only provided “pie-in-the-sky” goals that bear no relevance to what the organization can realistically accomplish. Our Strategic Plans are well known for being achievable practical roadmaps to help organizations get from where you are to where you want to be. This is where we earn our repeat clients when they see goals consistently coming to fruition.

Optional Add-ons:

Option 1: SWOT

We are happy to conduct a SWOT (Strengths, Weaknesses/Opportunity/Threats) Analysis with both the Town Council and staff via brief email survey prior to the planning retreat. The results of the SWOT Analysis can help shape the direction of the planning retreat by allowing participants to submit their responses anonymously. Aggregated results will be presented at the Planning Session prior to Goal Development.

This work is done prior to the Planning Retreat so there is no additional time added to either Planning Session.

Option 2: Economic Development Workshop

We are proud to offer our very popular “Understanding the Economic Development Process” Workshop. This is a 3-4-hour add-on, and, if chosen, we recommend it be prior to any Strategic Planning so that all participants have a better understanding of their role.

Participants are expected to include members of the Town Council, ISD Superintendent, anyone involved in downtown or economic development, any town staff including permit officers, building inspectors, and code enforcement, as well as any special guests for such as Planning & Zoning. Guests should include anyone a prospect, investor, or developer may encounter during the industrial, commercial, or downtown site selection/elimination or development process.

The topics for the “Understanding the Economic Development Process” Workshop will include but may not be limited to board roles & responsibilities, best practices from other economic development organizations, business attraction, existing business retention, working with entrepreneurs, workforce development, social & physical infrastructure, confidentiality, marketing, social media, events, positioning, programming, etc. The purpose is to give the town council and other Shady Shores leaders the tools they need to make effective and efficient decisions in the realm of economic development and be able to ask questions about economic development and what it means for their community.

The interactive training workshop is a 3-4-hour workshop. The final deliverable is the workshop itself, as well as accompanying materials and handouts.

Option 3: Ethics & Integrity Workshop

Participants in this workshop are expected to include members of Shady Shores Town Council, any Town staff, and other community leaders. The purpose of this workshop is for the participants to learn concepts of and discuss Ethics and Integrity in Public Service. This workshop is typically a 3-hour workshop. Exact date and times will be decided by the client.

Final Deliverable: The final deliverable of the Ethics & Integrity workshop includes:

- 1) The facilitator will deliver an interactive presentation on Ethics in Public Service including handouts of the slides and any additional supporting materials.
- 2) Topics include:
 - What is Ethics?
 - Core Values/Guiding Principles
 - Confidentiality
 - Communications
 - Transparency
 - Constituent/Citizen engagement
 - Conflicts of Interest (including State of Texas Decision Tree)
 - Conduct
 - Integrity
 - 5 Ways to Think Ethically
 - 5 Ethical Tests for Municipal Leaders
 - Recognizing Ethical and Unethical Behaviors
 - 7 Steps to Ethical Decision Making

WHAT IS REQUIRED FOR SUCCESS?

Our Methodology

At Opportunity Strategies, we use a Strategic Planning Methodology called The Drivers Method for visioning/strategic planning processes. The Drivers Model is a strategic approach to addressing an organization's situation, created by Leadership Strategies.

It is a simple 4-step tool that can be used by any sized organization for any sized planning process. The four steps include:

1. Where are we now? (Current Assessment)
2. Where do we want to go? (Strategic Direction)
3. How do we plan to get there? (Implementation Guide)
4. How will we monitor progress? (Metric & Monitoring)

We know the importance of the 5 P's and take each into consideration throughout the project: purpose, products, participants, probable issues, and process.

We see you, our client, as a partner throughout the entire project and we remain your partner post-project when you need advice or have questions during implementation. Yes, the whole implementation period.

We want the Town of Shady Shores to have practical and workable operations that your citizens, businesses, visitors, and community consider efficient, effective, and serves them well.

We want to help you anticipate future needs while maintaining an ability to respond to current needs....all while maximizing your resources.

We will bring our own innovative spirit and couple it with sound best practices to help your leadership drive the process to fruition.

You get customized recommendations based on your unique situation and your specific needs. You won't find the name of another client buried deep in a cut & paste cookie-cutter document. Every goal, every objective, and every action step is a mix of your institutional knowledge and our 29 years of experience developing solutions for communities.

WHY OPPORTUNITY STRATEGIES LLC?

Experienced. Reliable.

Opportunity Strategies LLC specializes in organizational management, professional facilitation, and strategic planning services.

Many of our clients are repeat customers. They turn to us to assist in their organizational needs regularly as new board members are selected, new processes are developed, and new goals are established.

Our repeat customers trust us because they have seen goals accomplished, leaders developed, staff improved, productivity increased, and revenues grown because of our services.

Our small low-overhead firm delivers increased efficiencies – meaning you get better results at a lower cost.

We offer superior client service with on-time, on-budget, on-point communications and deliverables.

We have served multiple municipalities and community organizations.

We are committed to value.

We have the availability and bandwidth to effectively manage this project in the time frame you requested. We commit to only taking on a limited number of projects at a time to ensure we fully dedicate all the time and resources necessary for a meaningful process and product.

We are enthusiastic to serve the Town of Shady Shores!

YOUR PROFESSIONAL FACILITATOR

Alysia A. Cook, PCED, IOM

This project will be led by Alysia A. Cook, PCED, IOM, Principal of Austin, TX-based Opportunity Strategies LLC. Alysia Cook is a noted organizational strategic planner and professional facilitator. She is an international public speaker.

Her skills include the design and delivery of government, nonprofit, and economic development strategic plans, as well as community and leadership development. Cook has designed and presented hundreds of training programs for nonprofit leaders, economic developers, government elected officials and other community leaders, adult and youth leadership groups, staff, and volunteers. She has much experience developing and streamlining processes. Her programs improve operations and relations and prepare organizations/agencies for the future. Relevant experience includes:

- Cook has been a **professional facilitator for 29 years, serving thousands of professionals in leadership positions and elected officials.**
- Cook serves on the **faculty of the U.S. Chamber of Commerce Institute for Organization Management (IOM.)**
- Cook has served as a **curriculum developer and instructor of the TEEX/TEDC Texas Basic Economic Development Course** for the past 18 years.
- Cook serves on the **faculty of the Community Development Institute.**

Alysia Cook is a member of the Association of Chamber of Commerce Executives (ACCE,) Southern Economic Development Council (SEDC,) Texas Chamber of Commerce Executives (TCCE,) Texas Economic Development Council (TEDC,) and recently served on the board of directors of the Texas Downtown Association (TDA.) She has completed the Program on Negotiation at Harvard Law School.

Cook holds a Bachelor of Science degree in Marketing from Louisiana State University in Shreveport, is a 1995 graduate at the Basic Economic Development Course at Texas A&M, a 1997 graduate of the Economic Development Institute (EDI) at the University of Oklahoma, a 2002 graduate of the U.S. Chamber of Commerce's Institute for Organization Management (IOM/Chamber Institute,) and a 2009 graduate of the Community Development Institute (CDI.) She earned her Professional Community & Economic Developer (PCED) certification in 2009 from the Community Development Council.

Your Investment

Providing Value and Return on Investment

- Travel – Travel expense will include the 2023 IRS mileage rate (not yet announced) roundtrip between zip code 78729 and your meeting space.
- Lodging – The facilitator will require lodging the night before any event and any evening that ends after 6pm. She will book her own room not to exceed the average local rate and invoice for reimbursement. She is also happy to accept any comped rooms the client has access to.
- Meals – There are never any meal expenses when working with Opportunity Strategies.
- Fees – The total fee for this scope of work as described including all preparation & deliverables is \$5997.
- Fees for Optional Add-ons –
 - Option 1 – SWOT Analysis - The total fee for all elements of the scope of work as described including all preparation & deliverables is \$1497.
 - Option 2 – “Understanding the EconDev Process” Workshop - The total fee for all elements of the scope of work as described including all preparation & deliverables is \$2997.
 - Option 3 – “Ethics & Integrity in Public Service” Workshop - The total fee for all elements of the scope of work as described including all preparation & deliverables is \$2997.
 - BUNDLE DISCOUNT OFFER: If all 4 elements are chosen and executed on the same contract, Opportunity Strategies will offer a 10% discount off each one.
- Terms –
 - The client will pay \$1000 deposit upon contract execution to begin work and secure the dates of the sessions. The deposit is nonrefundable and is applied to the total fee.
 - The client will pay 70% of the remainder the day of the Strategic Planning Retreat, including SWOT if chosen.
 - The client will pay the remainder due upon electronic delivery of the draft Strategic Plan.
 - If chosen, each workshop is paid in full the day of the Workshop delivery.

- Final payment is due within 15 calendar days of the receipt of the invoice.
 - Any expenses will be charged to the nearest invoice.
- At least 30 days' notice from the original scheduled date is required for any change in event date and payment date. If event date is changed in under 30 days of original contracted date, payment is still due the original date of the event but will be applied as payment for the new date. There is no penalty to the client for changing dates.
- Based on client's budget, please note that we are happy to adjust fees and scope of work (increase or decrease) to meet specific needs.
- All preparation, facilitation, delivery, and documentation time are included in this proposal, as are all reasonable expenses unless otherwise specified in this contract.
- The scope of work and fee in this proposal are valid for any contract signed by February 28, 2023.
- Client will also be responsible to issue applicable tax documentation: IRS Form 1099 to Opportunity Strategies LLC for income earned in each tax year that exceeds \$600. Opportunity Strategies LLC will provide appropriate tax documentation including Employer Identification Number (EIN) upon execution of the contract.

TAKE THEIR WORD FOR IT

What Our Clients Say...

“We needed someone who could guide us through a months-long planning process that involved several different stakeholders located all over Texas. Opportunity Strategies to the rescue! Alysia was able to balance priorities, differing opinions, and strong personalities all while maintaining an eagle-eyed focus on the mission - a unified heritage tourism strategic plan for our state program and its 10 heritage trail regions. The result? State agency and regional staff are in lockstep and motivated to achieve our joint goals. Everyone understands the important role they play in our mission, and we are working together as a team. Things like this just don't happen. Alysia may be a magician or a professional cat-herder, OR she's just exceptionally good at what she does. We would not be on this path if it weren't for her work.”

*Sarah Page
Heritage Tourism Program Coordinator
Texas Historical Commission*

“Our work with Alysia Cook was aimed to prioritize our economic development partner goals and outline organizational objectives. Within nine months, our economic development team has become much more unified, our roles are clear, and the organization is on course to realize many of our objectives. The pace of what we have achieved was beyond our expectation. She is a seasoned professional with a skilled insight and versatility marks her ability to manage multiple stakeholders effectively. Especially when the importance of the outcome matters. I have witnessed her facilitation capabilities throughout several projects of public involvement, goal setting, and economic development plans.”

*Roland A. Peña
City of San Angelo (Former) Director of Economic Development
Now Austin Chamber of Commerce Economic Development*

“Alysia’s expert and patient approach to facilitation allowed our Commission to come to agreement and create highly workable and visionary strategic goals for our agency. We truly appreciated her unique mix of good humor and high professionalism.”

*Mark Smith
(Former) State Librarian
Director of Texas State Library and Archives Commission*

Additional Good-to-Knows About the Facilitator

- High energy level to keep the participants enthusiastic, on-track, and results-focused
- Helps the group excel as a team
- Effectively manages individual and group dysfunctions
- Uses a proven approach for success
- Has many repeat clients and regular referrals
- Respects the expectation of being a neutral party
- Will offer advice and recommendations if/when that is part of the assignment; otherwise provides neutral services
- Extensive experience working with strong personalities including elected/appointed officials, vocal citizens, executives, at-risk youth, and protestors
- Nimble...able to shift gears quickly to adapt to changing situations



This proposal and related materials are proprietary and confidential. No part of these documents may be disclosed in any manner to a third party without the prior written consent of Opportunity Strategies LLC.