

A RESOLUTION BY THE BOARD OF COUNTY COMMISSIONERS OF ST. JOHNS COUNTY, FLORIDA, APPROVING THE TERMS, PROVISIONS, CONDITIONS, AND REQUIREMENTS OF A DESTINATION MASTER PLAN AGREEMENT BETWEEN ST. JOHNS COUNTY, FLORIDA, AND PECKHAM, GUYTON, ALBERS & VIETS, AND AUTHORIZING THE COUNTY ADMINISTRATOR, OR DESIGNEE, TO EXECUTE THE AGREEMENT ON BEHALF OF ST. JOHNS COUNTY

WHEREAS, the St. Johns County Tourist Development Council desired receiving a master plan with respect to the tourist, cultural, historic, and recreational facilities located within St. Augustine, St. Augustine Beach, and St. Johns County, Florida; and

WHEREAS, the County, on behalf of the TDC sought proposals from companies, in order to secure a Destination Master Plan for the TDC, St. Augustine, St. Augustine Beach, and St. Johns County, Florida; and

WHEREAS, the TDC reviewed all proposals submitted, and determined that the proposal submitted by Peckham, Guyton, Albers & Viets, Incorporated provided the best scope of services with respect to ultimately developing a Destination Master Plan for the TDC, St. Augustine, St. Augustine Beach, and St. Johns County, Florida; and

WHEREAS, the TDC has recommended that the County enter into a contractual relationship with PGAV, so that PGAV may develop a Destination Master Plan for the TDC, St. Augustine, St. Augustine Beach, and St. Johns County, Florida; and

WHEREAS, the Destination Master Plan Agreement between the County, and the City establishes the rights, duties, and responsibilities of both the County and PGAV with respect to developing a Destination Master Plan for St. Augustine, St. Augustine Beach, and St. Johns County, Florida; and

WHEREAS, the Destination Master Plan Agreement between the County, and PGAV, sets forth the process and details associated with developing a Destination Master Plan for St. Augustine, St. Augustine Beach, and St. Johns County, Florida; and

WHEREAS, the County has reviewed the terms, provisions, conditions, and requirements of the Destination Master Plan Agreement (attached hereto, and incorporated herein); and

WHEREAS, the County has determined that accepting the terms of the Destination Master Plan Agreement, and entering into said Destination Master Plan Agreement will serve the interests of the County.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF ST. JOHNS COUNTY, FLORIDA, AS FOLLOWS:

Section 1. The above Recitals are hereby incorporated into the body of this Resolution, and are adopted as Findings of Fact.

Section 2. The Board of County Commissioners hereby approves the terms, provisions, conditions, and requirements of the Destination Master Plan Agreement between St. Johns County, Florida, and Peckham, Guyton, Albers & Viets, Incorporated, and authorizes the County Administrator, or designee, to execute the Destination Master Plan Agreement on behalf of St. Johns County.

PASSED AND ADOPTED by the Board of County Commissioners of St. Johns County, Florida, this 18<sup>th</sup> day of November, 2008.

BOARD OF COUNTY COMMISSIONERS OF  
ST. JOHNS COUNTY, FLORIDA

Attest:

Pam Halterman  
Deputy Clerk

By:

Cyndi Stevenson  
Cyndi Stevenson, Chair

RENDITION DATE 11/18/08



**DESTINATION  
MASTER PLAN  
AGREEMENT**

**THIS DESTINATION MASTER PLAN AGREEMENT (Agreement)** is dated this \_\_\_\_\_ day of \_\_\_\_\_, 2008, between **St. Johns County, Florida (County)**, a political subdivision of the State of Florida, located at 500 San Sebastian View, St. Augustine, Florida, and **Peckham, Guyton, Albers & Viets, Incorporated (PGAV)**, a Missouri corporation, located in St. Louis, Missouri

**RECTIALS**

**WHEREAS**, the St. Johns Tourist Development Council desired receiving a master plan with respect to the tourist, cultural, historic, and recreational facilities located within St. Augustine, and St. Johns County, Florida; and

**WHEREAS**, the **County**, on behalf of the St. Johns County Tourist Development Council, sought proposals from companies, in order to secure a Master Destination Plan for St. Augustine, and St. Johns County, Florida; and

**WHEREAS**, the St. Johns County Tourist Development Council reviewed all proposals submitted, and determined that the proposal submitted by **PGAV** provided the best scope of services with respect to ultimately providing a Destination Master Plan for St. Augustine, and St. Johns County, Florida; and

**WHEREAS**, the **County** has drafted an **Agreement** that sets forth the terms, provisions, conditions, and requirements of an **Agreement** between the **County** and **PGAV**, and is reflected of the Scope of Services set forth in **PGAV's** proposal to the **County**; and

**WHEREAS**, the **County** has determined that entering into this **Agreement** will serve the collective interests of the residents of the **County**.

**NOW THEREFORE**, the parties hereto, for and in consideration of the mutual covenants and conditions hereinafter expressed, do hereby agree as follows:

**Section 1. Effect of Recitals.** The above Recitals are incorporated into the body of this **Agreement**, and said Recitals are adopted as Findings of Fact.

**Section 2. Duration of Agreement.** The duration of this **Agreement** runs from November 1 \_\_, 2008, through, and until 11:59 pm on September 30, 2009.

**Section 3. Extension of Agreement.** Either the **County**, or **PGAV** may request, in writing, an extension of this **Agreement**. If the extension request is acceptable to the other party, then such party shall approve the extension request, in writing. Both the extension request, and the approval of the extension request, shall indicate the timeframe/duration of the extension of this **Agreement**.

**Section 4. Amendments to this Agreement.** Both the **County** and **PGAV** acknowledge that this **Agreement** constitutes the complete agreement and understanding of the parties.

Further, both the **County** and **PGAV** acknowledge that any change, amendment, modification, revision, or extension of this **Agreement** (other than termination as noted elsewhere in this **Agreement**) shall be in writing, and shall be executed by duly authorized representatives of both the **County** and **PGAV**.

**Section 5. Termination of Agreement.** This **Agreement** may be terminated without cause upon either the **County**, or **PGAV** giving at least sixty (60) days advance written notice to the other party of such notice of termination. Such written notification need not specify any cause for termination. Consistent with other provisions of this **Agreement**, **PGAV** will be compensated for any services and/or expenses that are authorized under this **Agreement**, and that are performed and/or accrued up to the date of the notice of termination. Thereafter, the **County** will only pay for services and/or expenses that are pre-approved by the **County Administrator**, or his/her designee.

This **Agreement** may be terminated with cause upon ten (10) days advance written notice to the other party of such notice of termination. Termination for cause shall be for one of the following reasons: 1) insolvency or bankruptcy of **PGAV**; 2) failure of **PGAV** to maintain any necessary and/or required permits and/or licenses; 3) failure of **PGAV** to maintain any necessary and/or required insurance; 4) failure of either **the County** or **PGAV** to meet their respective obligations and responsibilities, as noted in this **Agreement**; and 5) failure of **PGAV** to keep the **County**,

**the Board of County Commissioners of St. Johns County, or the St. Johns County Tourist Development Commission (TDC)**, informed and updated, as requested in writing, on any aspect of the work detailed in **PGAV's Scope of Services**, which is attached hereto, and incorporated herein. Consistent with other provisions of this **Agreement**, **PGAV** will be compensated for any services and/or expenses that are authorized under this **Agreement**, and that are performed and/or accrued up to the date of the notice of termination. Thereafter, the **County** will only pay for services and/or expenses that are pre-approved by the **County Administrator**, or his/her designee.

As an alternative to termination with cause, either the **County, or the PGAV** may allow a thirty (30) day period of cure/correction. If the **County, or the PGAV** allows this alternative, then the **County, or the PGAV** shall notify, in writing, the other party that the **County, or the PGAV** is adopting the thirty (30) day period of cure/correction. Such a notification shall also describe, the alleged violation of the **Agreement**, or perceived deficiency associated with the Scope of Services, and the expected cure/correction resolution. Further, such a notification shall explain the consequences of not timely completing the cure/correction, which could include notification of termination with cause. Either the **County, or the PGAV** may extend the timeframe for the period of cure/correction, upon a well-documented request for extension by the other party.

**Section 6. Severability.** If any word, phrase, sentence, part, subsection, section, or other portion of this **Agreement**, or any application thereof, to any person, or circumstance is declared void, unconstitutional, or invalid for any reason, then such word, phrase, sentence, part, subsection, or other portion, or the prescribed application thereof, shall be severable, and the remaining portions of this **Agreement**, and all applications thereof, not having been declared void, unconstitutional, or invalid shall remain in full force, and effect.

**Section 7. Governing Law and Venue.** This **Agreement** shall be construed according to the laws of the State of Florida. Venue for any State administrative and/or legal action arising under this **Agreement** shall be in St. Johns County, Florida. Venue for any Federal administrative and/or legal action arising under this **Agreement** shall be in the closest district office for a Federal administrative action, or the United States District Court, Middle District of Florida, for a Federal legal action.

**Section 8. Procedure for Achieving Assignment; Effect of Not Following Procedure.** In light of the scope and rationale for this **Agreement**, neither the **County, nor PGAV**, may assign, transfer, and/or sell any of the rights noted in this **Agreement**, without the express written approval of the other party. Should either the **County, or PGAV** assign, transfer, or sell any of the rights noted in this **Agreement** without such prior express approval of the other party, then

such action on the part of either the **County**, or the **PGAV**, may result in the termination of this **Agreement** at the discretion of the non-breaching/offending party. Termination shall occur upon written notification to the breaching/offending party within thirty (30) days of discovery of the breach of the **Agreement**.

**Section 9. Force Majeure.** Neither party shall be held in non-compliance with the terms, conditions, provisions, and requirements of this **Agreement**, nor suffer any enforcement or penalty relating thereto (including termination, cancellation, or revocation of this **Agreement**) where such non-compliance or alleged default occurred and/or was caused by a strike, war, earthquake, flood tsunami, severe rainstorm, hurricane, or other act of nature, or other event that is reasonably beyond either party's ability to participate and/or control.

**Section 10. Scope of Services.** **PGAV** shall perform and/or provide services as set forth in **Exhibit "A"**, which is attached hereto, and incorporated herein.

With respect to the comparative analysis of selected tourist destinations, it is expressly understood, that the **TDC** shall have the sole authority to direct **PGAV** as to the precise tourist destinations analyzed.

It is expressly understood that regardless of being specifically mentioned in **PGAV's** Scope of Services, such Scope of Services includes not only St. Augustine, but also the length and breadth of St. Johns County.

It is expressly understood that regardless of being specifically mentioned in **PGAV's** Scope of Services, such Scope of Services shall include representatives of **PGAV** providing an in-person Final Presentation and Report on the Destination Master Plan to both the **TDC**, and the **County**. The **County** has the sole option of determining whether there shall be a separate presentation to the **TDC**, and the **County**, or one collective presentation for both the **TDC**, and the **County**.

**Section 11. Compensation to PGAV.** The maximum amount available as compensation to **PGAV**, under this **Agreement** is **\$300,000.00** (three hundred thousand dollars), unless amended in the manner set forth in this **Agreement**. It is strictly understood that **PGAV** is not entitled to the above-referenced amount of compensation as a matter of right. Rather, **PGAV's** compensation is based on **PGAV** adhering to its Scope of Services (noted elsewhere in this **Agreement**) which includes providing the deliverables, and other items, set forth in **PGAV's** Scope of Services. **The total amount of compensation of \$300,000.00 (three hundred thousand dollars), referenced above, is reflective of expenses.**

**Section 12. Billing/Invoicing Schedule.** To the extent that **PGAV** is not in violation with any material aspect of this **Agreement**, and/or has not received notice of termination from the **County**, then **PGAV** may bill/invoice the **County** according to the following schedule:

<b>November, 2008</b>	<b>\$11,200</b>
<b>December, 2008</b>	<b>\$39,200</b>
<b>January, 2009</b>	<b>\$39,200</b>
<b>February, 2009</b>	<b>\$22,400</b>
<b>March, 2009</b>	<b>\$38,500</b>
<b>April, 2009</b>	<b>\$38,500</b>
<b>May, 2009</b>	<b>\$38,500</b>
<b>June, 2009</b>	<b>\$38,500</b>
<b>July, 2009</b>	<b>\$17,000</b>
<b>August, 2009</b>	<b>\$17,000</b>

Though there is no billing form or format pre-approved by either the **County**, or the **TDC**, invoices submitted by **PGAV** shall include a detailed report of work accomplished during the billing period, along with a summary of any findings associated with work completed during that time period. Either the **County**, or the **TDC** may return a **PGAV** invoice, and request additional documentation. Under such circumstances, the timeframe for payment is extended by the time necessary to receive a verified invoice.

It should be expressly noted that the amount **PGAV** bills/invoices the **County** in any given calendar month shall be reflective of the work performed/delivered during the previous calendar month. Unless otherwise notified, invoices should be delivered to:

**Executive Director**  
**St. Johns County Tourist Development Council**  
**88 Riberia Street, Suite 400**  
**St. Augustine, Florida 32084**

Upon receipt and verification of **PGAV's** bill/invoice, the **County** shall process the bill/invoice, and forward payment to **PGAV**, within forty-five (45) days of verification.

**Section 13. Ownership of Deliverables/Work Product.** It is expressly noted that all work product and deliverables, including final work product submitted by **PGAV** to the **County**, including, but not limited to, a) Report on Findings; b) Recommendations regarding visitor experience beyond the St. Augustine historic district; c) Recommended Destination Brand Strategy; d) Preliminary recommendations regarding best use of Local Option Tourist

Development Tax (using best return on investment (ROI) strategies); and e) the individual and collective parts/components of a Destination Master Plan shall become the property of, and owned and controlled by the **County** upon receipt and payment by the **County**.

As such, once owned and controlled by the **County**, the **County** or **TDC** may use any, or all, or the work product for whatever governmental and/or tourist-related purpose the **County** or **TDC** might have or develop.

**Section 14. Review of Records.** As a condition of receiving, any, or all, or the amount noted in this **Agreement**, **PGAV** authorizes the **County** to examine, review, inspect, and/or audit **PGAV's** books and records, in order to determine whether compliance has been achieved with respect to the terms, conditions, provisions, rights, and responsibilities noted in this **Agreement**. It is specifically noted that **PGAV** is under no duty to provide the **County** access to documentation not related to this **Agreement**, or that are otherwise protected by **County**, State or Federal law.

**Section 15. Insurance.** **PGAV** shall have, and maintain, for the duration of this **Agreement**, (including any extensions of this **Agreement**), any, and all, insurance coverage (including automobile liability insurance, if vehicles are used in order to provide services, and workers' compensation, and professional liability insurance) if required by State law or **County** policy, in **at least the minimum amounts required by the County's Risk Manager**. **PGAV** shall have the **County** named as an additional insured. Failure to maintain any, and/or all required insurance shall result in automatic termination of this **Agreement**, without the necessity of providing any further written notification of termination.

**Section 16. Indemnification.** To the extent permitted by law, **PGAV** shall indemnify and hold harmless the **County**, its officials, agents, servants, and employees from, and against, any, and all, claims, liabilities, losses, and/or causes of action which may arise from any negligent act or omission on the part of **PGAV**, to the extent that such negligent act or omission is connected with the services provided pursuant to this **Agreement**.

**Section 17. Access to Records.** The access to, disclosure, non-disclosure, or exemption of records, data, documents, and materials associated with this **Agreement** shall be subject to the applicable provisions of the Florida Public Records Law (Chapter 119, Florida Statutes). Access to such public records may not be thwarted or hindered by placing the public records in the possession of a third party, or unaffiliated party.



**Section 18. No Third Party Beneficiaries.** Both the **County**, and **PGAV** explicitly agree, and this **Agreement** explicitly states that no third party beneficiary status or interest in conferred to, or inferred to, any other person or entity.

**Section 19. Use of County Logo.** Pursuant to, and consistent with, **County Ordinance 92-2**, and **County Administrative Policy 101.3**, **PGAV** may not manufacture, use, display, or otherwise use any facsimile or reproduction of the **County Seal/Logo** without the express written approval of the Board of County Commissioners of St. Johns County, Florida.

**Section 20. Survival.** It is expressly noted that the following provisions of this **Agreement**, to the extent necessary, shall survive any suspension, termination, cancellation, revocation, and/or non-renewal of this **Agreement**, and therefore shall be both applicable, and enforceable beyond any suspension, termination, cancellation, revocation, and/or non-renewal: 1) **Section 7 (Governing Law/Venue)**; 2) **Section 11 (Compensation to PGAV)**; and 3) **Section 13 (Ownership of Deliverables/Work Product)**.

**Section 21. Notice.** Except for invoices as described elsewhere in this **Agreement**, all notices, and other correspondence to the **County** shall be delivered, either by hand (receipt of delivery is necessary), or by U.S. Mail to:

**County Administrator**  
500 San Sebastian View  
St. Augustine, Florida 32084

With a Copy To:

**St. Johns County Tourist Development Council**  
88 Riberia Street, Suite 400  
St. Augustine, Florida 32084

All notices, and other correspondence to **PGAV** shall be delivered, either by hand (receipt of delivery is necessary), or by U.S. Mail to:

**Mike Konzan, Vice President**  
**Peckham, Guyton, Albers & Viets, Incorporated**  
200 North Broadway, Suite 1000  
St. Louis, Missouri 63102

IN WITNESS WHEREOF, the parties have hereunto executed this **Agreement** on the day and year below written.

DATED THIS \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

ST. JOHNS COUNTY,  
FLORIDA

PGAV

By: \_\_\_\_\_

By: \_\_\_\_\_

ATTEST: CHERYL STRICKLAND,  
CLERK OF COURTS

WITNESS:

By: \_\_\_\_\_

By: \_\_\_\_\_

WITNESS:

By: \_\_\_\_\_

## **St. Johns County Destination Master Plan Project Approach and Schedule**

### **Overview**

We have organized this project based on a three-phase approach. Each of these phases will offer critical opportunities to interact with all key stakeholders, building consensus along the way. At the completion of each phase, we have designated key deliverables, to be reviewed and approved prior to embarking on the next phase.

We believe that planning is an iterative process. It combines analysis, brainstorming, and synthesis of ideas, into strategic initiatives that are focused on achieving real results. Most importantly, this process should result in an action plan that contains a blend of both short-term and long-range initiatives. Often, we find that certain ideas developed during the planning process can be initiated even before the plan is completed – we call these “Quick Wins.” Quick Wins are usually easily implemented, get fast results, and offer an opportunity to quickly validate our ideas. A successful Destination Master Plan should set a clear path, but also allow flexibility for learning along the way.

Perhaps most importantly, quick wins and other short-term initiatives enable the energy of the planning process to carry forward into implementation. We call this “planning inertia.” To create planning inertia, we must recruit strong advocates for the plan during the planning process.

### **Phase One – Information Gathering and Initial Assessment(Sixteen Weeks)**

During Phase One, the PGAV team will initiate the process by undertaking a review of St. Johns County’s existing assets, review existing information regarding the tourism market, interview key players, engage stakeholders in an initial visioning session, conduct baseline research, and perform a Destination Assessment. Specific tasks associated with Phase One are as follows:

#### **Review Objectives of the Destination Plan (Workshop #1)**

We will meet with stakeholders to review and clarify the overall objectives of the Destination Master Plan. This workshop will also clarify the decision-making process for plan, and identify key players.

**Review St. Johns County Tourism Assets**

The PGAV Team will conduct a tour of assets within the County, and will document the findings of this review. During this tour, we would anticipate conducting brief interviews with operators of key tourism assets, such as attractions, lodging, and entertainment venues.

**Review Existing Data Regarding St. Johns County Tourism**

This review will include existing research data, available tourism statistics, data regarding feeder markets, lodging industry data, economic impact studies, tax revenues generated, or other relevant data.

**Review Existing Tourism Promotions and Policies**

This review will include meetings with St. Johns Tourism Officials, review of marketing and promotional programs, past projects, projects in development, festivals and events, and uses of LOTDT funding or similar funding sources.

**Review St. Johns County History**

PGAV will conduct an independent review of St. Johns County/St. Augustine history, but will also interact with key local “experts” to obtain a broad understanding of the stories, sites, and people who comprise the depth and character of County history.

**Conduct Workshop with Key Stakeholders(Workshop #2)**

This workshop will be conducted as a “visioning session” designed to expose the potential and uniqueness of County tourism. In particular, this workshop will include a brand review, examining St. Johns County’s existing brand, and outlining the attributes of the County’s “aspirational brand.”

**Complete Analysis of Eight Tourism Destinations Regarding:**

- Best practices and role of heritage/cultural tourism as a tourism demand generator.
- Best practices and role of cultural arts as a tourism demand generator.

**Conduct Initial Consumer Research**

This research will be configured to establish a baseline understanding of existing perceptions of St. Johns County. In order to efficiently gather this data, this study will be conducted as an internet survey, focused on consumers in the County’s “capture area.” With this research, we

hope to learn as much about why consumers do not currently visit the County, as much as why they do visit.

### **Establish Benchmarks for Existing Programs**

- Assess current visitor experience beyond the Saint Augustine Historic District.
- Assess current visitor yield by segment, using data provided by St. Johns County.
- Assess local business climate.
- Assess visitor satisfaction levels through analysis of the initial consumer research.
- Assess existing role of tourism assets in economic development.
- Assess current role of cultural arts as a local tourism demand generator.
- Assess current leisure and recreation assets as tourism demand generators.
- Assess carrying capacities or other geo-environmental-social limitations or influences.

### **Synthesize Phase One Findings into a Destination Assessment**

This assessment will be a broad view of the existing conditions, strengths, weaknesses, opportunities, and threats, and potential of St. Johns County Tourism. This assessment will include:

- A review of past and ongoing practices,
- A review of existing assets, infrastructure, and visitor experience,
- A summary of findings from stakeholder workshops,
- A strategic brand assessment,
- A summary of research findings,
- An initial consumer segmentation,
- And an initial assessment of overall potential.

### **Present the Destination Assessment (Workshop #3)**

#### **Phase Two – Strategy and Product Development (Sixteen Weeks)**

Phase Two will encompass the full spectrum of strategic thinking and creative development. Throughout this effort, we will build from the foundation of Phase One, and translate our initial assessment into actionable ideas that will shape the Destination Plan for St. Johns County. Very importantly, our concepts and strategies will be validated in a primary research process, involving focus groups with consumers and meeting planners. Tasks during Phase Two include:

#### **Engage Stakeholders in a Creative Tourism Development Workshop(Workshop #4)**

This exercise will focus on brainstorming ideas of all sorts, new experiences, new products, branding messages, and visitor engagement strategies to create a broad spectrum of initiatives.

**Engage Meeting and Incentives Stakeholders in a Strategic Development Workshop (Workshop #5)**

This exercise will focus to growth opportunities related to strategic growth in the meeting and incentives component of the destination.

**Create a Destination Brand Strategy**

Based on branding work performed in Phase One, develop a strategy for the destination brand that identifies its attributes, benefits, and core essence for various consumer groups.

**Develop Thematic Flavor Boards**

These will organize the ideas generated in the workshops into themes. These boards will be used to conduct focus group qualitative testing.

**Perform Focus Group Testing**

We would anticipate performing this testing in two or three feeder markets, using the brand strategy and thematic flavor boards.

**Perform Focus Groups with Meeting and Event Planners**

This would focus on measuring receptivity to initiatives identified in meeting and incentives strategic development workshop.

**Synthesize and Present all Research Findings into a Final Report (Workshop #6)****Phase Three – Final Analysis and Recommendations (Twelve Weeks)**

Phase Three will build on the findings of Phases One and Two, and will include an implementation plan for all elements of the plan. Specific Phase Three tasks include:

**Recommend Economic Development Strategies Leveraging Tourism Assets**

This will include:

- Strategy for further development of cultural arts as a tourism demand generator.
- Strategy for development and expansion of the area's leisure and recreation facilities as tourism demand generators.
- Strategy for growing highest yield segments
  - Infrastructure(public and private)
  - Programmatic(public and private)

- Strategies for recommending private sector investment/reinvestment
- Strategy for leveraging heritage events for enhancement of non-heritage events.

### **Recommend Organizational Structure for Future Tourism Development and Management**

#### **Recommend Improvements for Visitor Experience Infrastructure**

This could include the full range of St. Johns relationship with the potential and actual visitor, from the website, to signage and wayfinding systems, to information centers, to other means of engaging the visitor and maintaining a high-quality visitor experience.

#### **Review Items Developed in Phase Three (Workshop #7)**

##### **Develop a Final Prioritized Implementation Plan**

This plan will be developed into discreet phases for implementation, and will assign primary responsibility for implementation to various departments and stakeholders. This plan will also include potential quick wins to implemented on an expedited basis.

##### **Develop a Draft Final Report**

This will include a summary of all findings with appendices recording all aspects of the process, including workshops, consumer research, etc.

#### **Review Draft Final Report and Implementation Plan (Workshop #8)**

#### **Refine Final Report Based on All Stakeholder Comments**