



REQUEST FOR PROPOSAL
for
2024 Strategic Planning Facilitation Services
Bidder Questions and Sunshine 811 Answers

As noted in the RFP schedule, Sunshine 811 answers to all RFP questions are posted below:

Question 1: Will someone be taking notes during the Strategic Planning Meeting (SPM) or will there be recording of the meeting that will be available to the meeting facilitator for reference in preparing the SPM summary report?

Answer: Sunshine 811 staff will produce a list of the Strategic Objectives and Performance Goals developed during the SPM; barring any technical issues, there should be an audio recording of the SPM available approximately one week following the SPM that will be available to the meeting facilitator for reference. However, Sunshine 811 recommends that the SPM facilitator make their own notes and/or audio recordings necessary to prepare the SPM summary report without reliance upon Sunshine 811 notes and/or audio records.

Question 2: Are the Sunshine 811 Strategic Objectives and Performance Goals that were developed during the last SPM available for review?

Answer: Yes, see pages 2 - 8.

Question 3: Is the summary report for the last August 2023 SPM available for review?

Answer: Yes, see pages 9 - 67.

Note: The August 2023 SPM summary report is provided for example purposes only.

Sunshine 811 is not requesting that the August 2024 SPM be a duplication of the August 2023 SPM and invites interested bidders to submit their own plan to facilitate group engagement, discussion and consensus to achieve the SPM deliverables outlined in the RFP for 2024 Strategic Planning Facilitation Services.

Operations Committee

OBJECTIVE 4

Continually evaluate and implement relevant technologies in a fiscally responsible manner.

Board Champion: Operations & Finance Committee

PERFORMANCE GOALS

Performance Goal 4.1

Develop a three-year Technology Road Map and present to the Board by the end of fourth quarter of 2024. Including but not limited to technology survey to all stakeholders, Board technology education component, geospatial technology, cyber security, and Exactix Enhancements.

DATE	DUE	PROGRESS	UPDATE
11/16/2023	4th quarter 2024	IN PROGRESS	A preliminary scope of services was presented during strategic planning in August 2023. Staff is continuing research to accommodate board's requests.

Performance Goal 4.2

Conduct a feasibility study of transitioning Sunshine 811 to permanent remote/hybrid operations and present to the Board by fourth quarter 2024.

DATE	DUE	PROGRESS	UPDATE
11/16/2023	4th quarter 2024	NOT STARTED	

Performance Goal 4.3

Implement positive response options for subcontractors by end of first quarter 2025.

DATE	DUE	PROGRESS	UPDATE
11/16/2023	1st quarter 2025	IN PROGRESS	The request has been added to the work log for Irth Solutions.

Performance Goal 4.4

Present recommendations for Sunshine 811 to accept and transmit tickets for marine/waterways (navigable) of the state by fourth quarter 2024.

DATE	DUE	PROGRESS	UPDATE
11/16/2023	4th quarter 2024	NOT STARTED	Sunshine 811 has been taking underwater tickets for several years. The Exactix system is configured to take tickets up to 3 nautical miles offshore. Staff will continue to attend Coastal and Marine Operators (CAMO) meetings to learn more about nationwide activity and begin developing a plan forward.

Damage Prevention Committee

OBJECTIVE 2

Provide quality customer service to our internal and external stakeholders.

Board Champion: Operations & Finance Committee

PERFORMANCE GOALS

Performance Goal 2.1

Continue to monitor and review options for minimizing excessive locate marks and make recommendations to the board.

DATE	DUE	PROGRESS	UPDATE
11/16/2023		IN PROGRESS	The Education & Awareness Department is looking at ways to further enhance education and communications with the excavating community.

Performance Goal 2.2

Source and analyze data on no call damages to determine the root cause behind not calling by third quarter 2024.

DATE	DUE	PROGRESS	UPDATE
11/16/2023	3rd quarter 2024	IN PROGRESS	We participated in the CGA's initiative to learn more about no-call damages, sending 40,000 excavator emails in Sunshine 811's database. Floridians contributed about 17% of responses out of 12 participating call centers.

Performance Goal 2.3

Evaluate the feasibility of and present recommendation for a 24/7 emergency ticket plan and present by end of second quarter 2024.

DATE	DUE	PROGRESS	UPDATE
11/16/2023	2nd quarter 2024	NOT STARTED	

Performance Goal 2.4

Draft all-encompassing policy that outlines training for ongoing quality assurance, evaluation and criteria for removing and reinstating an ITE user's privileges by fourth quarter 2023.

DATE	DUE	PROGRESS	UPDATE
11/7/2023	4th quarter 2023	IN PROGRESS	

Finance Committee

OBJECTIVES

Objective 3 - Recruit, develop and retain strong leadership.

Objective 4 - Continually evaluate and implement relevant technologies in a fiscally responsible manner.

Board Champion: Finance Committee

PERFORMANCE GOALS

Performance Goal 3.1

Develop board training on financial statements and present at the 2024 strategic planning meeting.

DATE	DUE	PROGRESS	UPDATE
11/16/2023	2024 SP Meeting	ON TRACK	Outline has been developed.

Performance Goal 4.1

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Legislative Committee

OBJECTIVE 1

Influence legislation and regulation related to damage prevention to ensure that Florida remains the safest place to dig.

Board Champion: Operations & Finance Committee

PERFORMANCE GOALS

Performance Goal 1.1

Develop ongoing legislative awareness campaign for each annual Legislative Session by the time of the first Legislative Committee meeting.

DATE	DUE	PROGRESS	UPDATE
11/16/2023	First legislative committee meeting (annually)	ON TRACK	The plan from previous year has been updated. Staff developed talking points and is in the process of revising to include information on specific inquiries by legislators. We remain at the ready to address any future issues.

Performance Goal 1.2

Develop ongoing targeted enforcement awareness and educational program(s) and implementation plan by December 31, 2023; begin implementation by March 31, 2024.

DATE	DUE	PROGRESS	UPDATE
11/16/2023	Plan 12/31/23	ON TRACK	Plan has been developed.
11/16/2023	Implement 3/31/24	IN PROGRESS	Preliminary actions taken: Polk County Sheriff is ready to begin enforcing first quarter 2024. We are working with Sergeant Caratsole to ensure that our education meets his needs. We will also run the training by select officers already enforcing Chapter 556. Thus far, 158 Citrus County enforcement entities have completed viewing the online narrated presentation. The remaining will take the updated training.

WELCOME



Strategic Planning Meeting

Ponte Vedra Beach, FL

August 16, 2023

Why Does it Matter?

CGA Root Cause Overview – 2021

"No locate request" stands alone as its own root cause group and has consistently been the single leading root cause each year.

Without a request to 811, the rest of the damage prevention process cannot be engaged and effective."

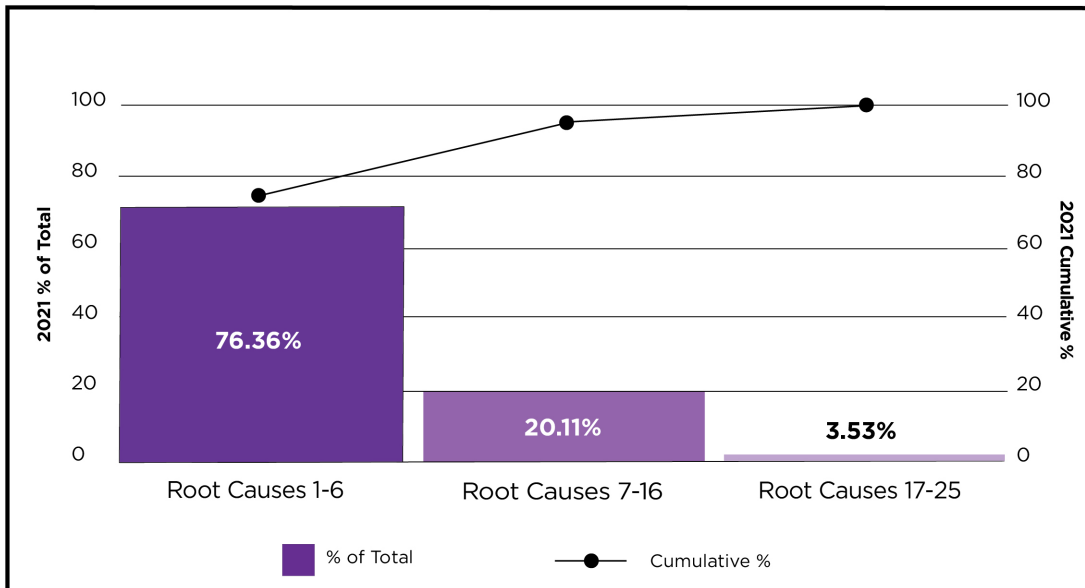
Top Reported Damages by Root Cause for 2021

Coded by Root Cause Group

	Root Cause	Reports	2021 % of Total
1	No notification made to 811 center	34,617	25.72%
2	Facility not marked due to locator error	19,341	14.37%
3	Excavator failed to maintain clearance after verifying marks	18,782	13.95%
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76.36%			

Legend

- Excavation Practices
- Invalid Use of Request by Excavator
- Locating Practices
- Miscellaneous
- No Locate Request



Plan for the Day

- Review responsibilities of Board and individual Directors
- Review Board self-assessment results
- Review mission, vision, and values
- Review your stakeholders
- Refresh SWOT analysis
- Update strategic objectives and goals
- Have a little fun!



Is there one thing you could stop doing to provide resources for new goals (without compromising safety and effectiveness)?

Whose Responsibility is it?

	Board	Staff	Joint
Develop and approve the organization's mission statement, vision, values, and strategic plan			
Provide intentional board orientation and training			
Ensure the organization is in compliance with all applicable laws and regulations			
Hire, set and evaluate performance goals, and determine compensation for the Executive			
Represent and be an advocate for the organization			
Create and maintain a business continuity plan			
Select auditor of organization's financial accounts and accept independent audits			
Ensure that board committees are effective and that every board member is engaged			
Approve annual budget and provide financial oversight			
Oversee staff and day-to-day operations			
Ensure governing documents (bylaws, policies) are up-to-date and consistent			
Review and file IRS Form 990 in a timely manner			
Ensure that decisions advance the mission and are aligned with the strategic plan			
Monitor achievement of strategic goals			
Ensure there are adequate resources to accomplish the strategic plan (financial, people, time, etc.)			
Sign a code of ethics and conflict of interest policy			
Hold the organization accountable to its mission and stakeholders			

The Board

Role:

to act as a whole, one unit,
to represent the
organization and its
stakeholders and hold it
accountable to its mission



Individual Directors

Role:

Work as a team to create vision and steer the organization toward a sustainable future



Summary

- The board oversees the mission and sets the strategic direction.
- The staff develop a budget and carry out services and programs that are in alignment with the mission and strategic plan.
- The board and staff work together to accomplish their strategic goals.

Wear your **Sunshine 811** hat!



Board Effectiveness Assessment

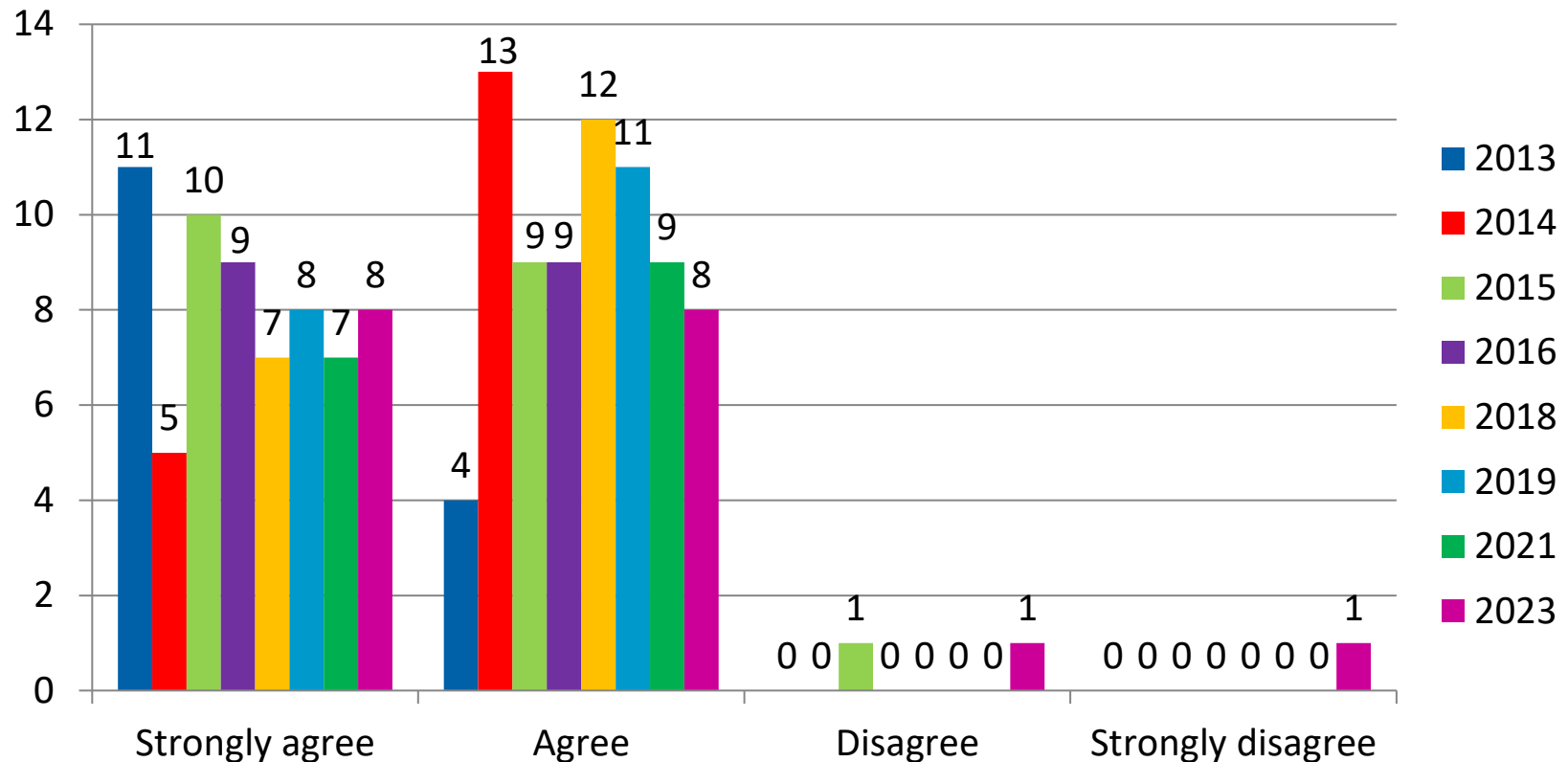
- 10 Questions
- 18 Participants
- Thank you for participating!

Note: 2017 - Legislative questions
2020 - Covid, meeting canceled
2022 - CGA Next Practices focus

And the Survey Said...



#1: Our Board works to support the organization's mission.



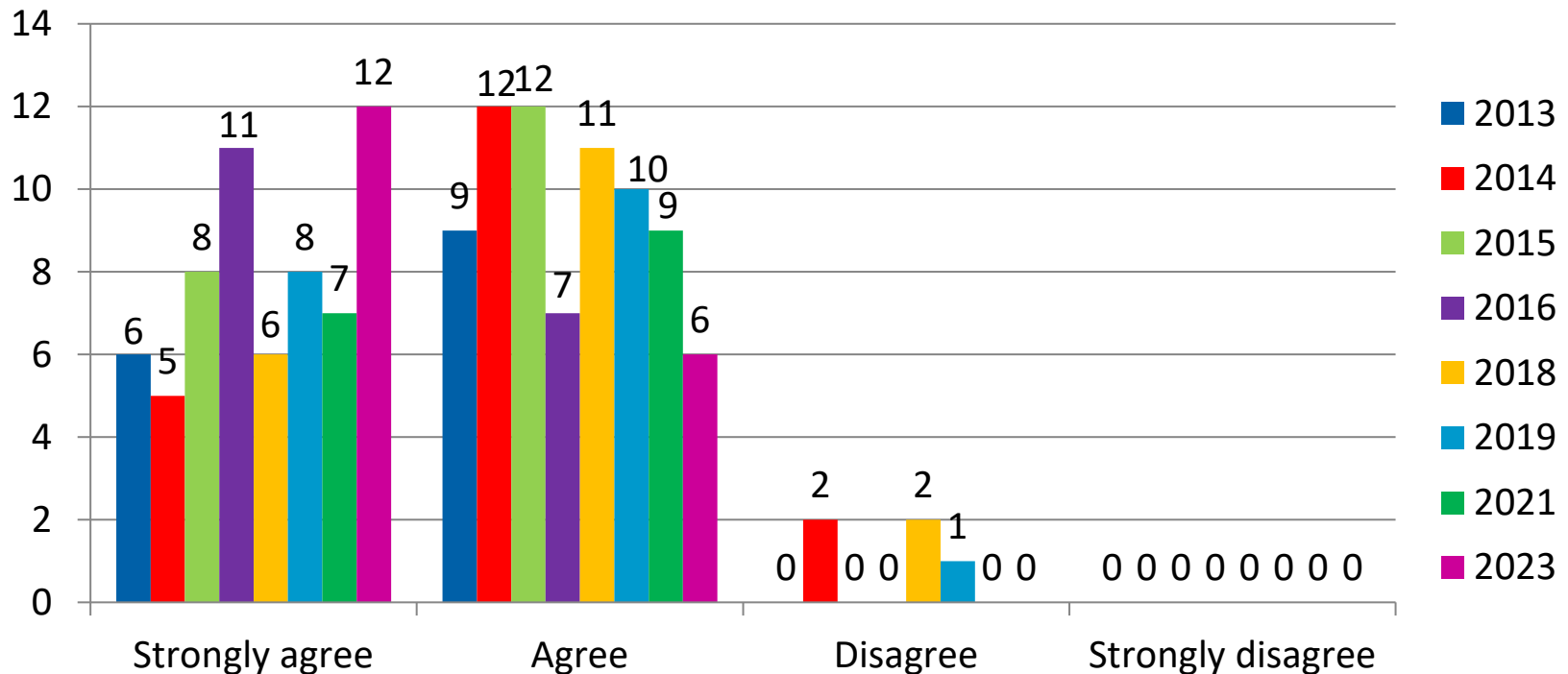
Comments:

1. Florida's Board is very diverse and helps us to learn from other's experiences. Although we have a great Board, there is always room to grow.
2. The board spends so much time thinking about enforcement, but hasn't presented any real or effective means of enacting that change.
3. Florida is not the safest place to dig.
4. This is our strongest strength as an organization.

And the Survey Said...



#2: We evaluate progress toward achieving our mission with appropriate frequency and level of attention.



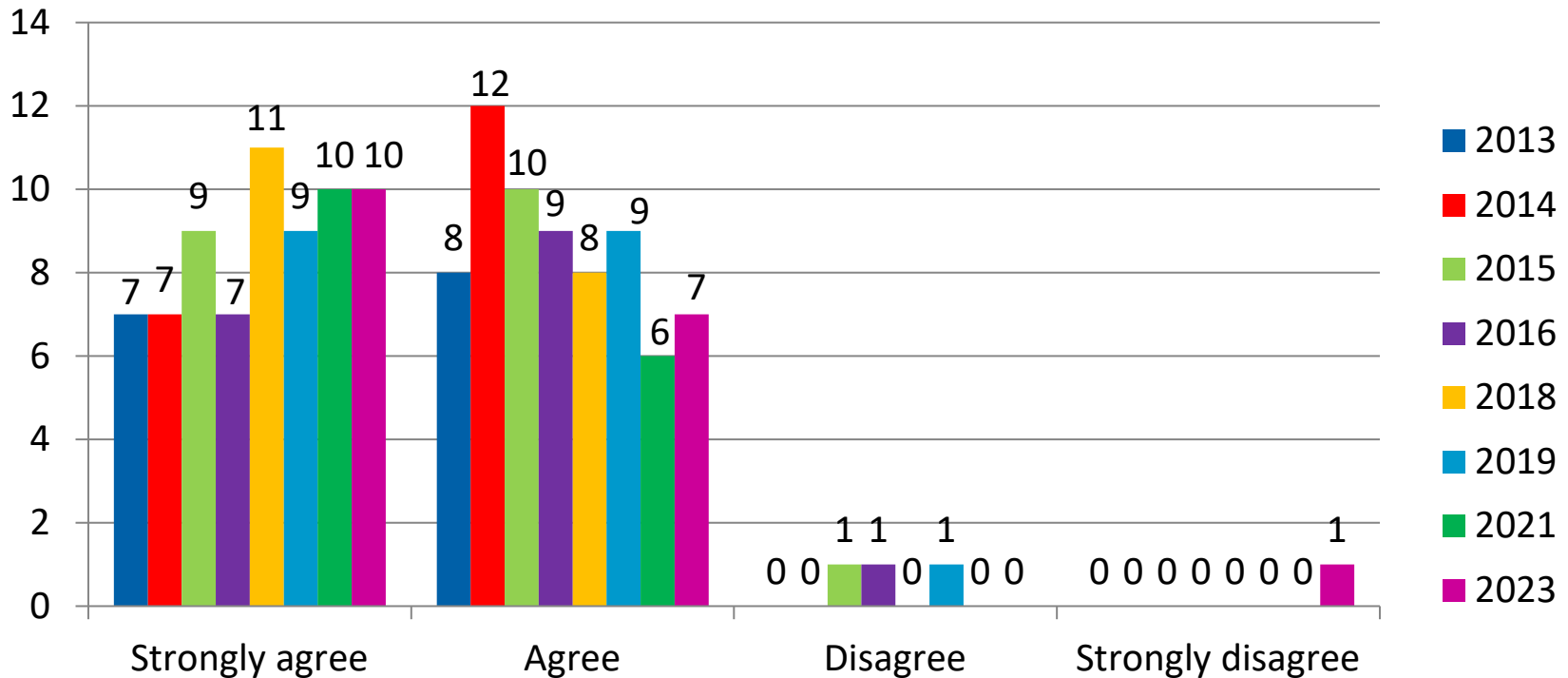
Comments:

Many times the goals are just pushed off and "Kicked down the road"

And the Survey Said...



#3: There is a climate of trust and open, candid communication at board meetings.



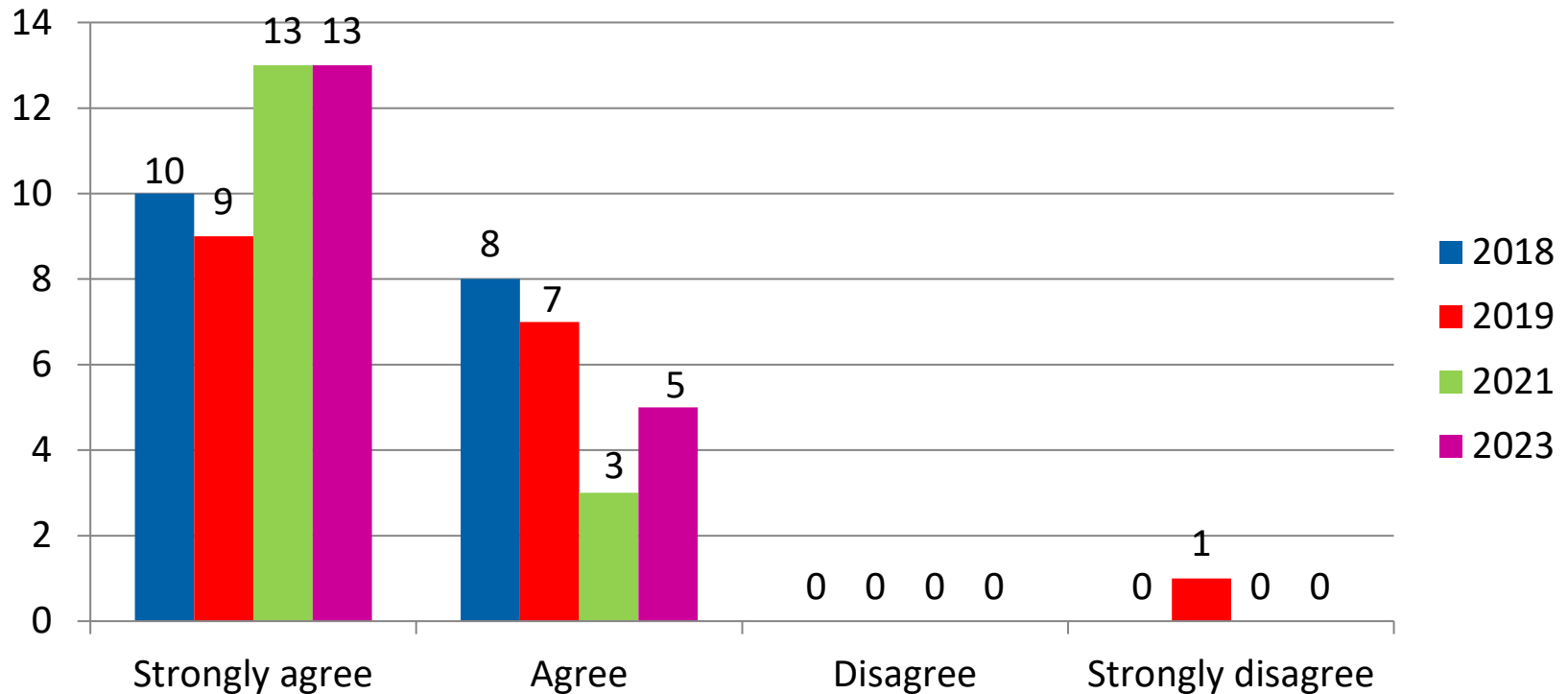
Comments:

In person meetings are much more effective than virtual meetings. There is too much groupthink when we are not around the table.

And the Survey Said...



#4: We function as a governing board, providing vision and direction and allowing staff to manage the business.



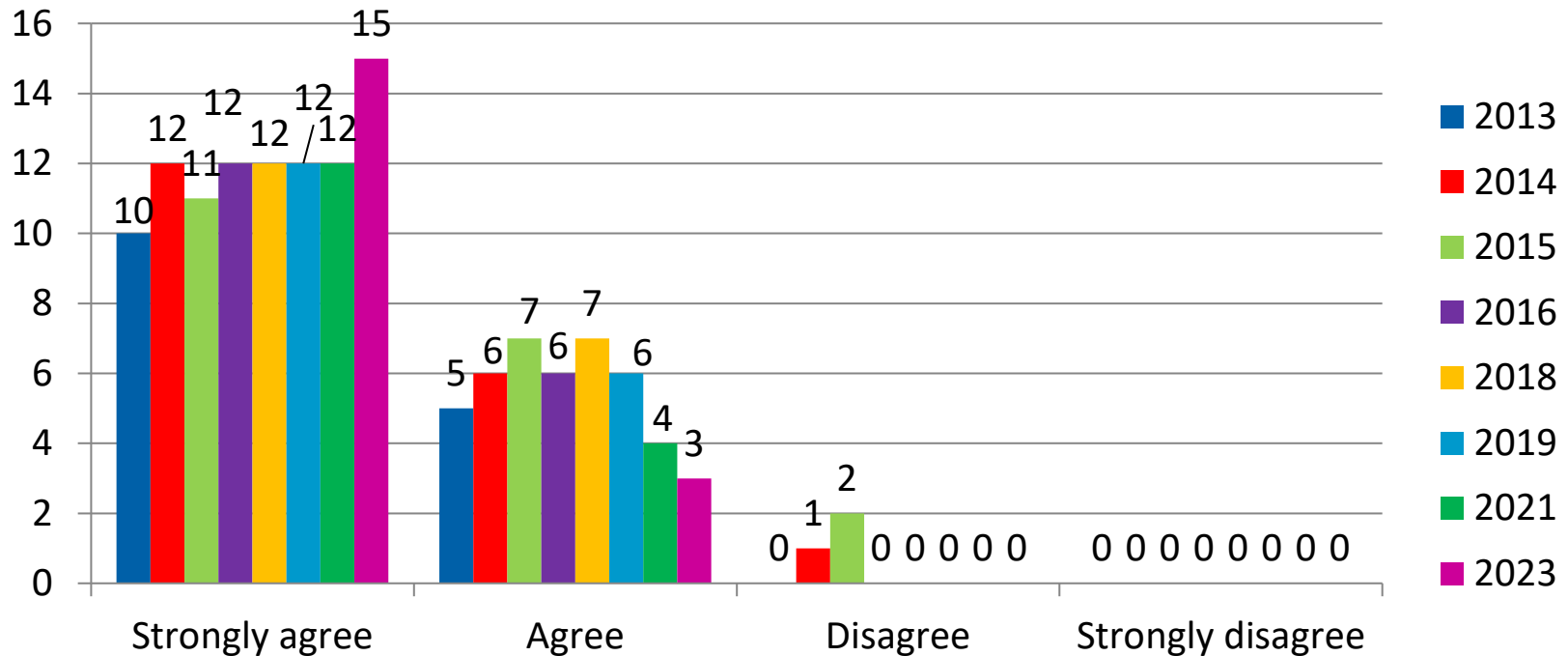
Comments:

1. I am recently elected to the board but in my past experience with them - this group works very well together in achieving the common goal.
2. Sometimes get into the weeds, however we are doing much better.

And the Survey Said...



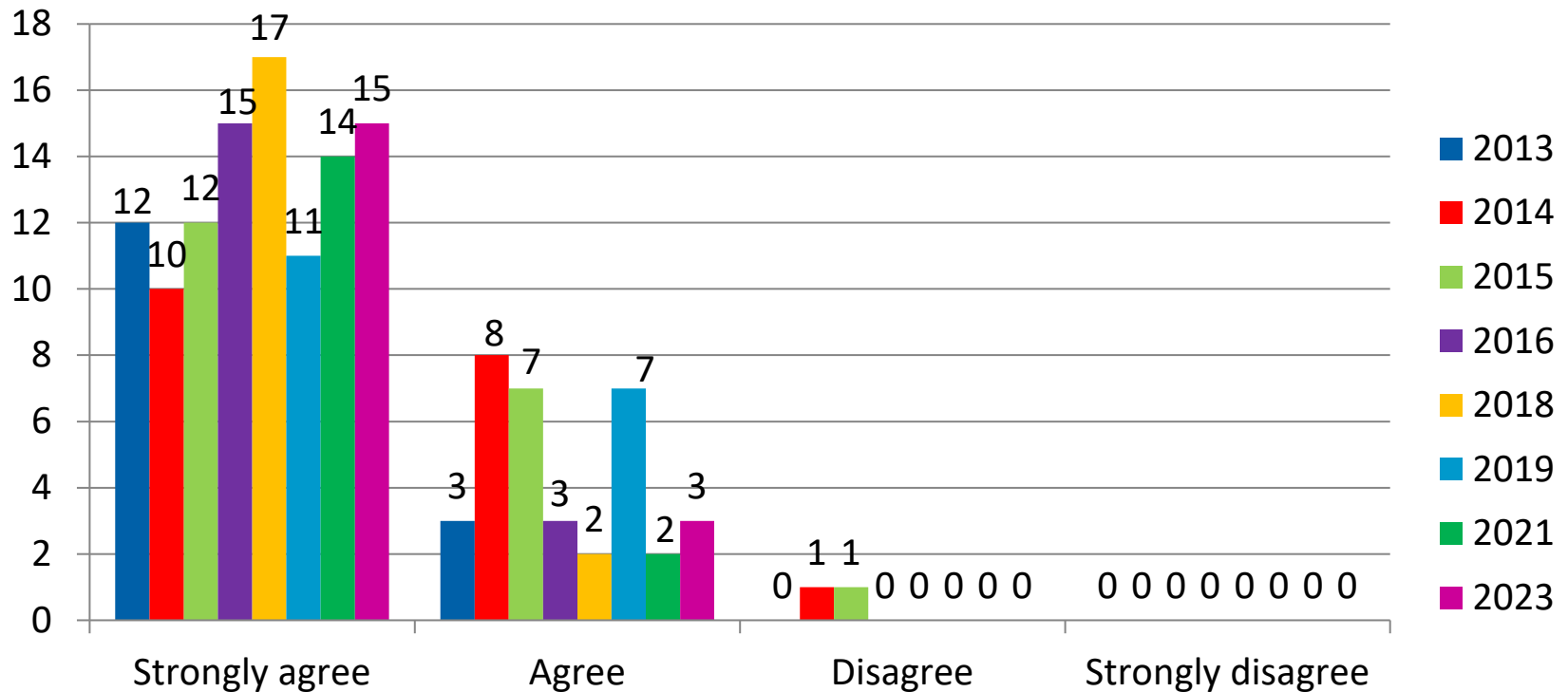
#5: The staff provide directors with adequate and timely information and resources to make effective decisions.



And the Survey Said...



#6: The board exercises appropriate fiscal oversight of the budget and financial controls .



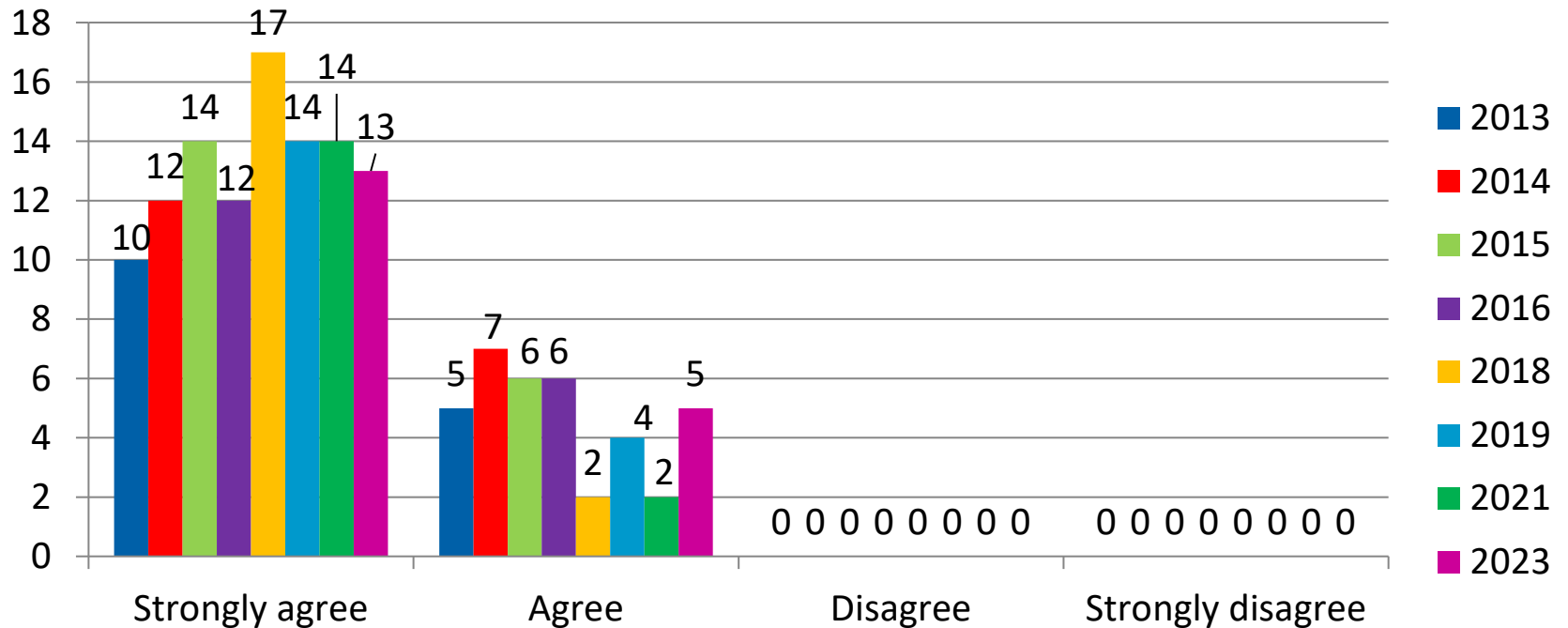
Comments:

Getting better.

And the Survey Said...



#7: All board members are given the opportunity to provide input and contribute to Board decisions.



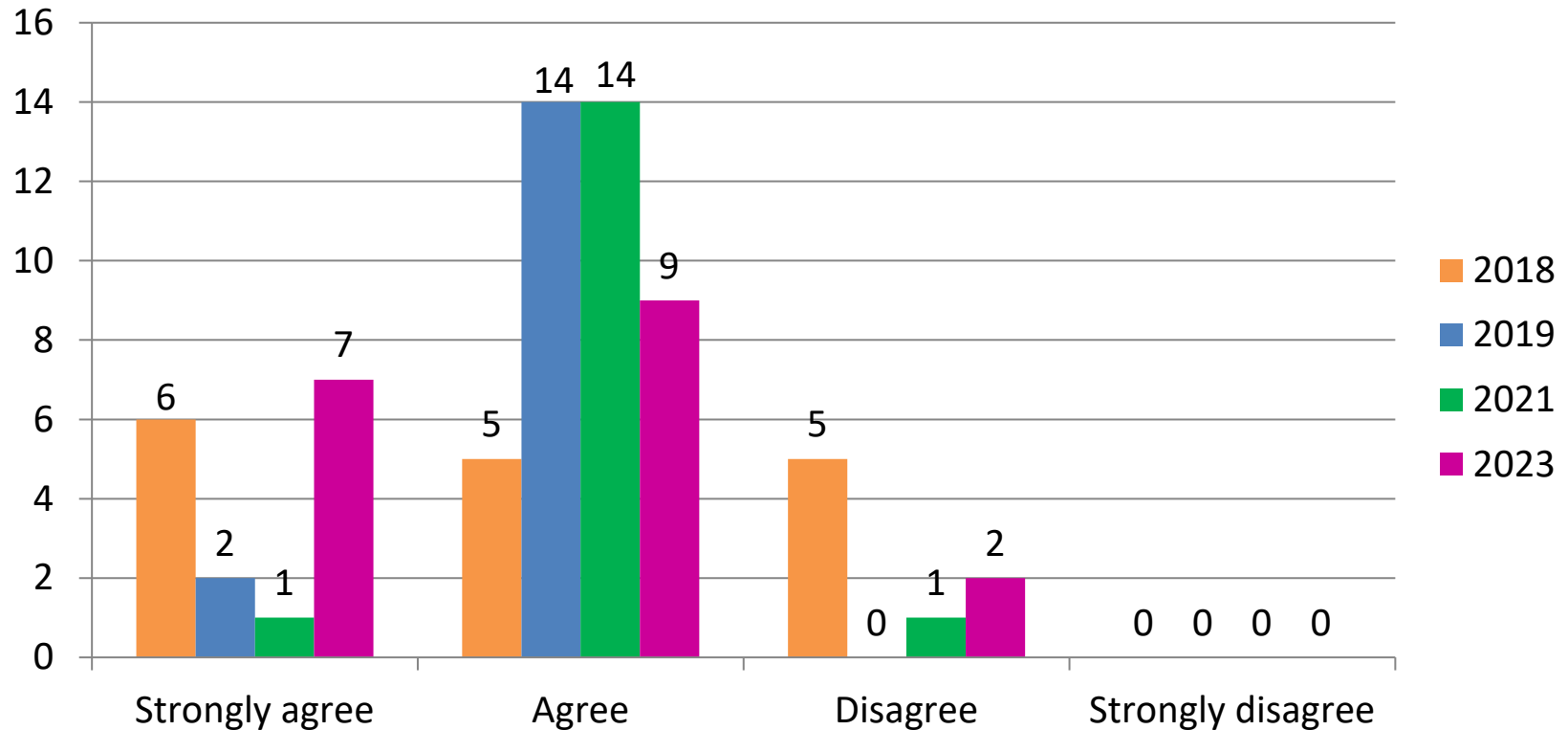
Comments:

1. Once again being new to the board, I have seen that all members get ample opportunity to speak and discuss issues - many times another point of view or point is brought up that keeps the discussion going.
2. Some members rehash the same points over and over, dominate time.
3. Sometimes we still get in the weeds.
4. The manner in which the meetings are run allows for much more participation from the directors.

And the Survey Said...



#8: All board members provide input and contribute to Board decisions.



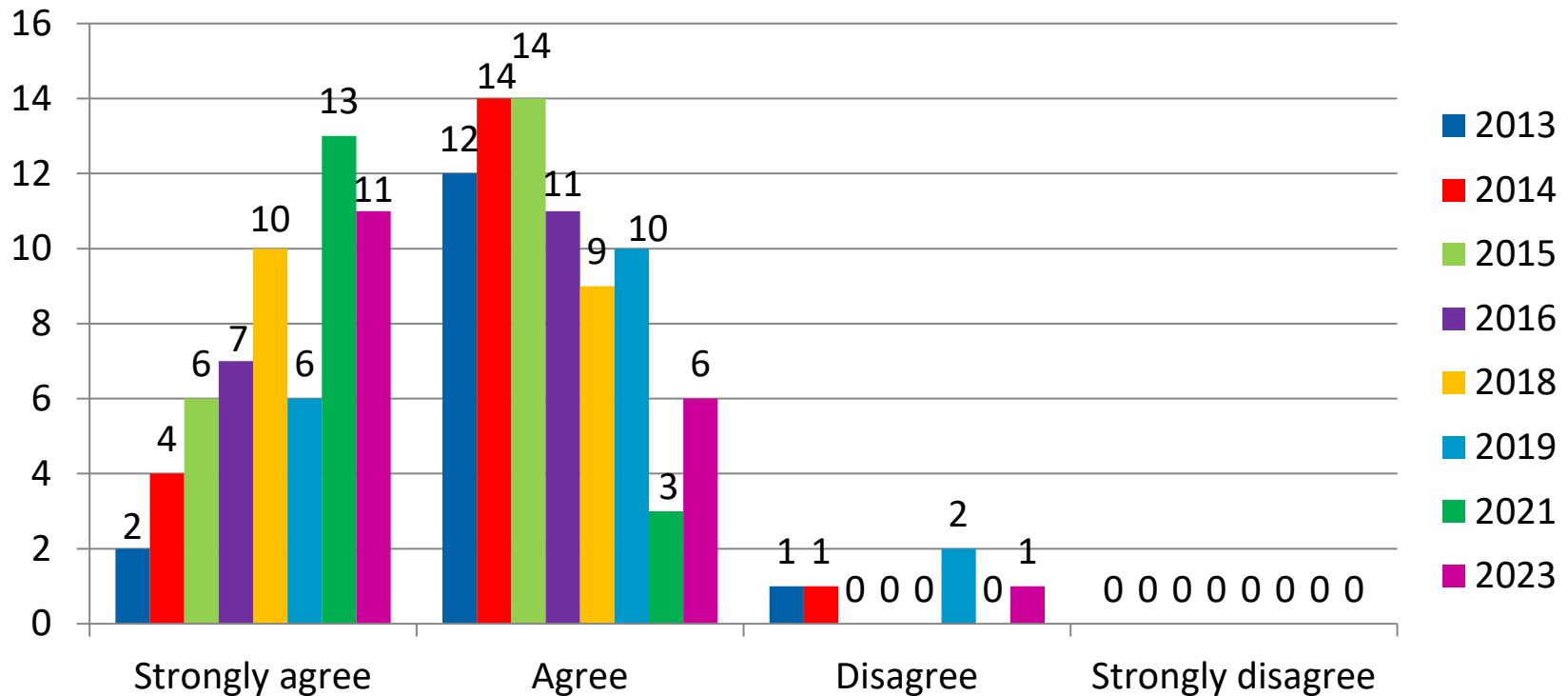
Comments:

1. There will always be board members that talk more than others.
2. Some dominate so much that others remain silent.

And the Survey Said...



#9: Following a vote, board members act with unity, individually and collectively supporting Board decisions.



Comments:

1. Some members have hidden agendas.
2. In addition to the individual and collective support, each board member should convey the board's decisions and reasoning to corporate.

General Comments:



1. I am very proud to be a member of the Sunshine 811 board.
2. This board works very well together and I look forward to working with them on many issues in the future - no one has any 'agenda' and we all understand that we are to work together for the common goal.
3. Just as a point of reference, I find the need to make goals just for the sake of making goals to be worthless. I feel some of the direction of strategic meetings is just to check boxes.

General Comments:



4. Overall, the Sunshine 811 board is aligned with and committed to shared values and vision and continues to work towards our common objective, making Florida the safest place to dig.
5. Being a part of the Board - I have experienced growth within our vision for 811 not only in helping to make FL the safest place to dig, but also gaining better insight on how to better support FL dig compliance through our Board committee's such as: Operations, Damage Prevention, and Legislative.

Planning Process



MISSION

The mission of Sunshine 811 is to promote and facilitate excavation safety and underground facility damage prevention.



VISION

Make Florida the safest place to dig.

At Sunshine 811 we Value...

- **Safety.** We put safety first for our employees and all stakeholders.
- **Integrity.** We tell the truth, we respect each other, we keep our commitments...
- **Customer service.**
- **Teamwork.**
- **Innovation.** We value new technologies, ideas, services...not just business as usual.
- **Reliability.**
- **Diversity.** We value all industry groups, differing ideas and opinions...
- **Leadership.**
- **Communication.** We value education & training...

Key Stakeholders

1. Excavators
2. Facility owners/operators
3. Government agencies
4. General public
5. Locators
6. Sunshine 811 corporation and staff
7. Board

SWOT Analysis – 2023

Internal Strengths

1. Staff
2. Longevity
3. ITE percentages/Internet
4. Passion for the cause
5. Supportive, experienced, and diverse Board
6. Stakeholder partnerships
7. Communication, PR, & education
8. Good reputation as industry leader
9. Collaboration in the industry
10. Culture of improvement-not satisfied with status quo
11. Technologies
12. Legal representation
13. Strong KPIs (e.g. ASA (Avg Speed of Answer), finances, technology, safety awareness campaigns)
14. Regulatory involvement & monitoring (relationships with PHMSA, PSC, and State Fire Marshall)
15. Legislative involvement & monitoring (Legislative Committee, lobbyist on retainer)
16. Strategic plan

Priority

SWOT Analysis – 2023

Internal Weaknesses

1. Technology
2. Limited staffing
- ~~3. Competitive pay~~
- ~~4. Not utilizing lat/lon technology (move to opportunities)~~
3. Average Speed of Answer (ASA)
4. Quality of electronic tickets
5. Branding Sunshine 811
6. Employee knowledge & retention
7. Lack of 24/7 coverage

Priority

SWOT Analysis – 2023

External Opportunities

1. Social media
2. Electronic white-lining
- ~~3. Mandatory damage reporting~~
3. Influence adequate enforcement
4. Influence statute change from 2 days
5. Promote fines with education & training
6. Eliminate exemptions
7. Partnerships with stakeholder groups
8. Damage prevention education-collaborative
9. PHMSA-9 elements
- ~~10. Emerging & rapidly changing technology – multi-browser, homeowner ticket~~
10. Outreach to Spanish-speaking people
11. Data collection from other Centers
12. Maximize CGA relationship – promotions
13. Legislative stakeholder forums

Priority

SWOT Analysis – 2023

External Opportunities, continued

14. Member company partnerships
- ~~15. Mobile ticket entry app~~
15. Limited participation by membership
16. Limited benchmark standards
17. Mapping source data
18. IPC
19. CGA Next Practices
20. Partner with State Fire Marshall's office
21. Usage of lat/lon technology

Priority

SWOT Analysis – 2023

External Threats

1. Government/regulation/legislation
2. Economy
3. Loss of employees
4. Special interest groups
5. Technology
6. ITE issues
7. Internet vulnerability
8. Weather, natural disasters, pandemic, and extraordinary circumstances
9. Terrorism (including cyberterrorism)
10. National one call centralization
11. IPC (Infrastructure Protection Coalition) - 811 emergencies
12. Increase in construction leading to higher ticket volume

Priority

Celebrate Success of Your Current Plan!





COMPLETE

ON TRACK

NOT STARTED

ON HOLD

ROADBLOCK

GOAL 1 STATUS UPDATE

Goal 1: Influence legislation and regulation related to damage prevention to ensure that FL remains the safest place to dig.

11	Develop annual BI legislative awareness campaign by January 2023 and begin implementation by March 7, 2023.
6/17/23	Complete 2023 BI awareness for Florida Legislature Session 2024 pending further discussion.
6/16/23	Check Lynn will provide his legislative update during the Legislative Affairs Committee meeting.
	Mark Swain, Mike Burg and Wendy Schaefer participated on the CCA's Damage Prevention Safety Seminar portion of the CCA board meeting which was also attended by local government officials. Rep. Larkin Bracy Davis, state Rep. Rita Harris, Orange County Commissioner Marshall Gentry Carter , Citrus County Mayor Tim Mery , Alachua County Commissioner Mike Brundage and Orlando Commissioner Robert Burns . Each was later presented with the Inaugural Community Groundbreaker Awards.
	Constance Corbin and Mary joined an up-and-ether highlight the surprising risk of new infrastructure in central Florida. https://www.civildigital.com/2023/06/07/when-spraying-pick-up-the-cream-Florida-infrastructure-construction/
2/27/23	Legislative awareness collateral pieces were developed and emailed to Senate & House leadership, Senate Committee on Regulated Industries and the House Committee on Energy, Communication & Cybersecurity. Chris Lynn is getting inquiries from the mailing and setting up appointments.
10/7/22	Conry & Flynn had several discussions with staff and met with Chris Lynn and Bruce Kershner. They had put together a legislative awareness plan, draft messaging and a draft letter to legislators.
8/10/22	Due to the 2022 election and its effects on general mailings/forms, advertising and other communications in eBook, the Legislative Affairs Committee revised the deadline for this goal from May 2022 to January 2023 for campaign development and implementation from August 1, 2022 to March 7, 2023.
6/16/23	Draft a briefing to use a Florida based agency with contacts and expertise in legislative campaigns. Since Sunshine 811 is not meeting prerequisites to Chapter 556, F.S., the sessions we are developing three elements for the BI legislative awareness campaign: -GISF maker for Florida representatives and senators with the goal of providing basic awareness on Chapter 556, F.S. state and local government enforcement responsibility. -Handling page on Sunshine 811.com website to provide more information. -Digital advertising. We have asked MOA for a quote. Cost will be the deciding factor in pursuing this campaign element. A draft copy of the mailer will be presented at the May committee meeting.
2/16/22	With the quasi-government entity issue off the table for this session, we will use this opportunity to spread general awareness to our state legislators. Secured contact information for the Florida House and Senate legislators and their staff. Message development started.
12	Develop targeted enforcement educational program(s) and implementation plan by December 31, 2022, begin implementation by March 31, 2023.
8/17/23	Develop plan for quarterly webinars beginning in October 2023 for code and law enforcement to cover items such as: -Florida Statute 556 -The state of underground damage: 2022 information, risks and dangers to public safety -Types of violations and warning systems -Cost/benefit from fines/codes and law enforcement officers. Web are -Resources available Completed and posted handout on the stages of a citation. Posted updated enforcement presentation that reviews the basics of Chapter 556, F.S. Provided enforcement education with Q&A sessions at the following meetings/events: -Hoffville Association of Code Enforcement - Bay County Code Enforcement -City of Wilkesburg Code Enforcement -Florida Police Chiefs Association (FPCA) -Florida Association of Code Enforcement (FACE) conference The 18 portion law enforcement program is well underway. We used both Digging World as a starting point for a multi-layered campaign that consisted of joining several enforcement associations, exhibiting at their conferences, posting ads in their online publications, and getting the endorsement of our efforts by Lukevia Rice, MHA, CFO, Director/Florida Division of State Fire Marshal.
6/16/23	We will also update on the CCA's legislative initiatives leading up to the CCA Conference. Based on officer recommendations, we set aside the online enforcement program to complete the few charters/field enforcement goals.
2/26/23	-Mark Swain provided an overview of Sunshine 811 operations at the IPSC Internal Affairs workshop on Tuesday November 29, 2022. -Mark Marks, North Florida Liaison, presented updated Chapter 556 to virtual audience through the Sheriff's Association. Presentation was recorded and added into the Sheriff's library for officers to view. John Kishler attended the meeting and advised attendees to notify the State Watch Office anytime there is damage to underground facilities. He also advised that the investigative agency must collect all evidence (photos and statements) rather than rely on the utility's information. Information provided by the utility was not admissible in a recent incident in Coral Springs. -Mark will both ARA as with the Florida Clerk of Court. She mentioned how key items: 1. The baseline BI Board should adopt a citation for unexcused 556.07 violations. That change the language from "a citation" to "a citation pursuant to the appropriate"; 2) Look at how the traffic laws are written. Chapter 316 covers procedures, 388 covers penalties and 398 affects someone's driver license. -Mark have contact information for the SmartCap vendor and are currently looking into how Chapter 556 citations can be incorporated. -Mark published in the Fire Service East conference held in Dayton Ohio January 18-20.
8/17/22	The educational program is in progress. It is combined, images, interactive elements, and check your knowledge assessments for additional learning opportunities. It consists of four sections (Introduction/Understanding the BI Process, Defining the Law and covering things such as why enforcing Chapter 556 is important, 4 Steps, Fire Levels, Violations, Investigation Process, and FAQs).
6/16/22	We have completed reviewing our enforcement/educational materials, have selected the format for the program and are writing the training objectives and content. We have developed learning objectives and are reviewing the draft field enforcement guide for elements to incorporate into online learning.
6/10/22	Mark Swain, Wayne Flowers and Wendy Schaefer participated in a March 8, 2022 meeting of the State Fire Marshal's Office the Florida Public Service Commission, Bureau of Safety, The Florida Department of Emergency Management, State Watch Office, and the Florida Natural Gas Association. The State Fire Marshal's Office has determined that the path forward is through educating local jurisdictions on the enforcement provisions of Chapter 556, F.S., and the enforcement actions that they can take. The Florida Natural Gas Association recommended that the enforcement education program be equal to the gas industry. Sunshine 811 is proceeding with development of an online education program to include all citation violations of Chapter 556, F.S., intended to protect underground facilities and has agreed to include the signs of the State agencies and utility industry associations that wish to support and endorse the program.
2/16/22	While we work on the enforcement educational program, the liaison are continuing to prepare requests for enforcement education using existing tools. To date this fiscal year, they have provided 12 hours of enforcement education. Thanks to the Florida Natural Gas Association we had an education table at the MidWest Summit in January. Our table was very popular which gave Kathy Thresh, Central Florida safety education liaison, the opportunity to sit with many attendees and distribute our Damage Prevention Guides and color code cards. Everyone loved our Sunshine 811 handout giveaway. We extend a special thank you to Duke and Michelle Johnson for providing the funding for this giveaway. We will also be participating in upcoming enforcement events as well as fire events.
12	Develop a prioritized list of recommended legislative change and progress updates to Chapter 556 F.S. to reflect current conditions by end of second quarter 2023.
8/17/23	Staff conducted a survey of the directors on legislative issues to be pursued during the 2024 Legislative Session and requested any additional recommendations from the directors. The 30-day limit for extraordinary circumstances was lifted at the May board meeting pending more discussion during the August meetings.
2/26/23	Any additional recommendations and final decisions will be decided at the August board meeting. Revised by the Board of Directors on 1-18-22
10/7/22	(1) Amend Chapter 556.055 (8)(a) to limit a member operator extraordinary circumstance declaration to a maximum of 30 days after which time it will automatically expire unless the member operator chooses to redeclare. This goal was reinstated during the 2022 Strategic Planning Session. No activity to date.
2/16/22	A list of off recommendations changes was presented to the Legislative Affairs Committee February 10, 2022, and approved by the Board of Directors February 9, 2022. 1 Amend 556.055 Procedures, to provide more time for members and locations to plan, schedule and complete their BI locate ticket workload by changing the member response location due date from 2 to 10 full business days after the BI locate request ticket notification date to the day before the planned excavation or demolition commencement date. 2 Amend 556.07 Violations, to include failure of the excavator to notify the operator of the planned excavation start date and time before beginning excavation as required under 556.10. High priority subsurface installations, special procedures, as a citable violation of Chapter 556, Florida Statutes. 3 Amend 556.055 Procedures 8)(a), to limit a member operator extraordinary circumstance declaration to a maximum of 30 days after which time it will automatically expire.

At a glance



Key Stakeholders

- Excavators
- UD facility owners/ operators
- Government agencies
- General public
- Locators
- Sunshine 811 corporation and staff
- Board

Vision:

Make Florida the safest place to dig

Mission

The mission of Sunshine 811 is to promote and facilitate excavation safety and underground facility damage prevention.

Values

- Safety
- Integrity
- Customer service
- Teamwork
- Innovation
- Reliability
- Diversity
- Leadership
- Accountability

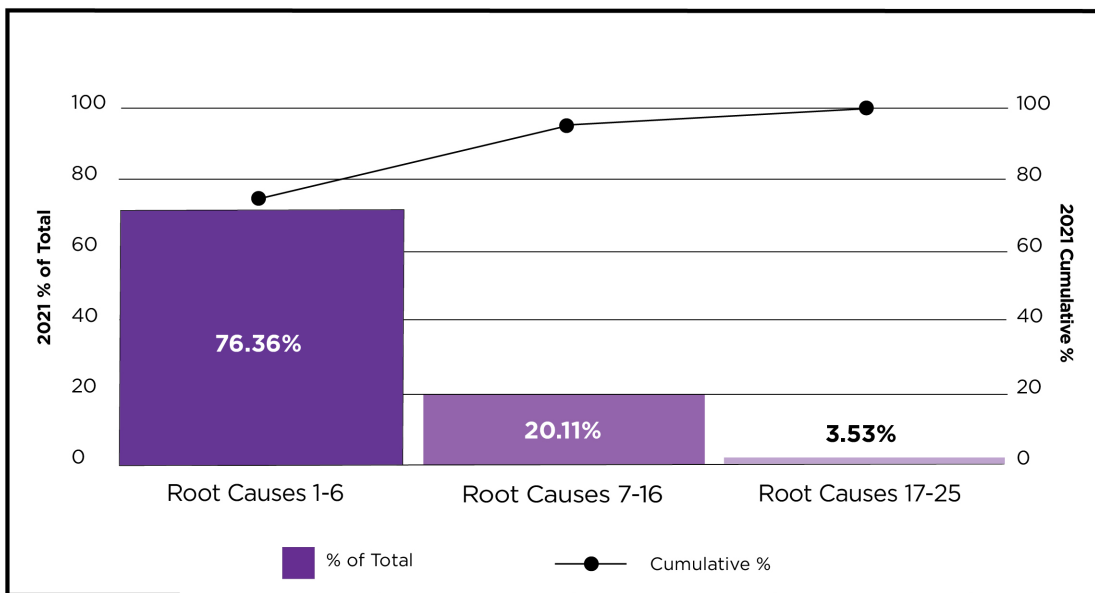
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Legend

- Excavation Practices
- Invalid Use of Request by Excavator
- Locating Practices
- Miscellaneous
- No Locate Request





If we could do one thing...

1. Every utility exposed prior to digging
2. Improve systems to clearly and easily facilitate communications across the excavation community with enhanced positive response, electronic white lining
3. Everyone considers 811 as first step on every excavation project and uses it
4. Marking technologies to be improved and noncompliance feedback to offenders
5. Continue to improve technology: GPS coordinates; mobile app; white lining
6. Accurate records to help identify all utility plant
7. Limit update tickets that do not have updated information to accompany the new request
8. Amend Chapter 556 to change the locate due date from 2 full business days after notification to the work start date
9. Get all stakeholders to stop over calling requests and only call-in areas that are actively being excavated within 30 days
10. Change ticket scope requirements (distance, project ticket)
11. Penalties for abuse of the system
12. Scope of tickets; mandatory white lining
13. Department of Transportation (DOT) participation
14. Enforcement: Have the Governor of Florida take an active role in improving Chapter 556 enforcement///
Have the State Legislature establish a comprehensive law enforcement agency/department to enforce Chapter 556, F.S///
Consistent and equitable enforcement applied to both locators and excavators///
Better awareness and enforcement on small excavators and on small owners to locate facilities///
Secure enforcement in the statute

SWOT Priority Areas for 2024 Plan

1. Staffing levels and retention
2. Public education, PR, communication
3. Strategic Plan
4. Regulatory involvement & monitoring, relationships with regulatory agencies (PHMSA, PSC, State Fire Marshall)
5. Legislative involvement & monitoring
6. Influence adequate enforcement
7. Influence statute change from 2 days
8. Quality of electronic tickets
9. Lack of 24/7 coverage
10. Internet vulnerability, including cyberterrorism

Team: Update 2023 Strategic Plan

- Break down Strategic Objectives into actions that are SMART:
Specific, Measurable, Attainable, Realistic & Timed
- Stated with action verbs and quantifiable measures, e.g.
“achieve (x) by (date)” or “increase (x) by (% or #)”
- Begin with pending goals from the 2023 Plan
- Consider mission, vision, stakeholders, and SWOT priorities

Example: Develop prioritized list of recommended legislative changes by Q3 2023.

Strategic Objectives



1. Influence legislation and regulation related to damage prevention to ensure Florida remains the safest place to dig.
2. Provide quality customer service to our internal and external stakeholders.
3. Recruit, develop and retain strong leadership.
4. Continually evaluate and implement relevant technologies in a fiscally responsible manner.
5. Consider editing #4 to address overall operations and financial stability (e.g. Ensure efficient, cost-effective business operations and financial stability for the future)

2024 Strategic Plan

Strategic Objective 1: Influence legislation and regulation related to damage prevention to ensure Florida remains the safest place to dig.

Board Champion: Legislative Ad Hoc Committee

Goals:

- 1.1 Develop an ongoing legislative awareness campaign for each annual Legislative Session by the time of the first Legislative Committee meeting.
- 1.2 Develop ongoing targeted enforcement awareness and educational program(s) and implementation plan by Q4 2023; begin implementation by Q1 2024.

2024 Strategic Plan

Strategic Objective 2: Provide quality customer service to our internal and external stakeholders.

Board Champion: Damage Prevention Committee

Goals:

- 2.1 Continue to monitor and review options for minimizing excessive locate marks and make recommendations to the board.
- 2.2 Source and analyze data on no call damages to determine the root cause behind users not calling by Q3 2024.
- 2.3 Evaluate the feasibility of and present recommendation for a 24/7 emergency ticket plan and present by end of Q2 2024.
- 2.4 Draft an all-encompassing policy that outlines training for ongoing quality assurance, evaluation and criteria for removing and reinstating an ITE user's privileges by Q4 2023.

2024 Strategic Plan

Strategic Objective 3: Recruit, develop and retain strong leadership.

Board Champion: Finance Committee

Goals:

- 3.1 Develop board training on understanding and analyzing financial statements and present at the 2024 strategic planning meeting.

2024 Strategic Plan

Strategic Objective 4: Continually evaluate and implement relevant technologies in a fiscally responsible manner.

Board Champion: Operations & Finance Committee

Goals:

- 4.1 Develop a three-year Technology Road Map and present to the Board by the end of Q4 2024. The Map is to include, but not be limited to, a technology survey to all stakeholders, Board technology education component, geospatial technology, cyber security, and Exactix Enhancements.
- 4.2 Conduct a feasibility study of transitioning Sunshine 811 to permanent remote/hybrid operations and present results to the Board by Q4 2024.
- 4.3 Implement positive response options for subcontractors by the end of Q1 2025.
- 4.4 Present recommendations for Sunshine 811 to accept and transmit tickets for marine/waterways (navigable) locate requests of the State by Q4 2024.

Target Dates in 2024 Plan

Q3 2023	2.1
Q4 2023	1.1,
Q1 2024	1.2,
Q2 2024	2.3
Q3 2024	2.2, 2.4, 3.1
Q4 2024	4.1, 4.2, 4.4
Q1 2025	4.3
Q2 2025	
Q3 2025	
Q4 2025	

Success Factors

Must have:

- Time
- Revenue
- Cooperation
- Communication
- Motivation
- Dedication
- Accountability
- Professionalism
- Respect

Obstacles:

- Board members' bosses
- Personal agendas
- The State
- Complacency



Is there one thing you could stop doing to provide resources for new goals (without compromising safety and effectiveness)?

Plan for the Day

- ✓ Review responsibilities of Board and individual Directors
- ✓ Review Board self-assessment results
- ✓ Review mission, vision, and values
- ✓ Review your stakeholders
- ✓ Refresh SWOT analysis
- ✓ Update strategic objectives and goals
- ✓ Have a little fun!

Action Items 2023

1. Finalize core value statements (Chair to appoint task force)
2. Take Board action to approve the updated Plan
3. Approve a budget that funds the Plan
4. Communicate with staff
5. Keep your mission in the forefront
6. Align resources and decisions with the mission
7. Monitor and assess progress on goals at quarterly Board meetings
8. Adapt to changing environment
9. Consider editing Strategic Objective 4 to address overall business operations

Remember Why it Matters!



It's all about damage prevention!



THANK YOU!

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