

# PROJECT UPDATE REPORT

City of Apalachicola — Two-Year Action Plan

C4 Strategies, LLC  
Prepared: May 28, 2026

C4 Strategies has completed the items due in Phase 1. The project is in Phase 2. Scheduling changes to the original project calendar have been made due to the State of Florida Legislature going into a Special Session June 1 to 3, 2026. This special session directly conflicted with the original planned dates for the Phase 2 focus groups scheduled for June 3 and 4, 2026. The two-day focus group workshop is now scheduled for June 17 and 18. The remaining dates on the project calendar have been adjusted in accordance with this change. If the June 17 and 18 dates work for the stakeholders, then the project may still be completed by the original planned date of July 21, 2026.

## Project Overview





Date	Project Status	Contract	Invoice
May 28, 2026	On Schedule with modifications	Approved	Phase One Paid

## Task & Milestone Tracker

#	Task / Deliverable	Status
<b>PHASE 1 — Research &amp; Discovery</b>		
1	City budget review	✓ Completed
2	City audit review	✓ Completed
3	City current grants and aid report	✓ Completed
4	Commission interview questions development	✓ Completed
5	<b>Scheduling interviews with elected officials and key staff</b>	✓ Completed
a	City Manager Anderson	✓ Completed
b	Finance Director Mathes	✓ Completed
c	Commissioner Duncan	✓ Completed
d	Mayor Ash	✓ Completed
e	Commissioner George	✓ Completed
f	Commissioner Elliott	✓ Completed
g	Commissioner Knutson	✓ Completed
h	Lucy Carter, Library Director	✓ Completed
i	William Cox, Water and Sewer	✓ Completed
j	Robert Varnes, Police Chief	✓ Completed
k	Leslie Glaze, Grants Coordinator	✓ Completed
l	Sheneidra Cummings, City Clerk	Optional Interview
6	Initial city visit — in-person interviews and city tour	✓ Completed 4/23/26

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7	Identify and invite stakeholders for two-day focus group event; develop city staff presentation materials on city status	Completed – <b>City Staff Action: Need to inform the invited stakeholders of the date change for the focus group workshops</b>
<b>PHASE 2 — Commission Kickoff (Begins May 5)</b>		
8	<b>Project kickoff presentation to City Commission</b> ★ This action initiates Phase 2 of the project	Completed May 5, 2026
9	Optional: Town Hall for Open Public Comment	Optional — June 16, 2026: <b>City Staff Action Needed</b>
10	Two-day focus group — dates, time, and location confirmed (City Commission Chambers)* <b>DATE CHANGE</b>	 June 17–18, 2026
<b>PHASE 3 — Strategic Goal Development (Begins June 16)</b>		
11	<b>City Commission review of draft strategic goals *DATE CHANGE</b> ★ This action initiates Phase 3 of the project	 Tue., July 7, 2026
12	Development of objectives to achieve strategic goals (Agenda packet development deadline TBD) * <b>DATE CHANGE</b>	 July 8 – July 21, 2026
<b>PROJECT COMPLETION — Phase 3 Adoption</b>		
13	<b>City Commission review and adoption of Two-Year Strategic Plan</b>  <b>PROJECT COMPLETE</b>	 Tue., July 21, 2026

**Status Key**

 Completed	 In Progress	 Scheduled	 Pending / Not Scheduled
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\*NOTES: The dates for the two-day focus group workshop and the City Commission review of the DRAFT strategic goals have been adjusted from the original project calendar due to the Florida Governor calling a special session on property taxes June 1 to 3. Awaiting confirmation from City Staff regarding the availability of the invited stakeholders to attend the two-day focus group workshop on the new dates of June 17 and 18. Depending on level of participation, new dates may have to be identified which may impact the overall project schedule.