



**City of Hollywood Florida  
Request for Quote  
For  
Consulting Services for Strategic Planning**

**RFQ #4603-19-AP**

**Due: February 4, 2019  
3:00 PM EST**

Prepared

**BRONNER**  
OPTIMIZING GOVERNMENT

Bronner Group, LLC | 120 N. LaSalle Street | Suite 1300 | Chicago, IL 60602 | [www.bronnergroup.com](http://www.bronnergroup.com) | 312.759.5101

January 31, 2019

Ms. Patricia Cerny  
City Clerk  
City of Hollywood, Florida  
2600 Hollywood Blvd. Rm#:221  
Hollywood, Florida 33020

RE: RFQ-4603-19-AP Consulting Services for Strategic Planning

Dear Ms. Cerny:

On behalf of Bronner Group, LLC (BRONNER), I am pleased to submit its proposal in response to City of Hollywood, Florida's RFQ-4603-19-AP Consulting Services for Strategic Planning. BRONNER is well-qualified to assist the City of Hollywood, Florida (City of Hollywood) in development of the Strategic Plan based upon this firm's:

- Successful track record of engagement in the public sector;
- Extensive experience in conducting public sector strategic planning initiatives; and,
- Experience in Florida

**BRONNER: A History of Excellent in Government Service**

Established in 1987, BRONNER is a certified woman-owned business in the State of Illinois focused exclusively on providing strategy, transformation, and accountability services to government. Over the last 31 years, BRONNER has served more than 450 government clients at the federal, state, and local levels across a broad range of sectors. BRONNER has built this network of clients through its mission – to optimize the business of government – and its holistic approach that evaluates each client's unique set of challenges and opportunities, and designs solutions to meet those needs.

**Subject Matter Expertise in Strategic Planning**

BRONNER has extensive experience conducting strategic planning engagements for the public sector, including a number of local government entities. BRONNER's experience with strategic planning is broad, including experience in research, plan development, plan writing, implementation, evaluation, and facilitating inclusive and collaborative planning sessions. BRONNER has a proven track record of working collaboratively with stakeholders of varying perspectives to build consensus and keep planning participants engaged and on track. BRONNER has delivered these strategic planning services to state and local government as well as their agencies, including the Los Angeles Department of Finance, Lake County, IL, and the Daytona Beach Housing Authority.

**BRONNER Experience in Florida**

BRONNER is continuing to develop a practice in the State of Florida. BRONNER has an office in Fort Lauderdale, which will facilitate work on this project. In recent years, BRONNER has conducted a strategic plan and capital plan for the Housing Authority of the City of Daytona Beach, a workforce plan for the Florida Department of Transportation, and a strategic optimization plan for Omni Medical in Melbourne.

Ms. Patricia Cerny, City Clerk  
City of Hollywood, Florida  
January 31, 2019  
Page | 2

---

BRONNER appreciates the opportunity to submit this proposal and share our approach and qualifications. The project team is dedicated to supporting the City of Hollywood with the development of an impactful strategic plan that will help the city improve services to the entire community.

As BRONNER's Director of Professional Services, I will serve as the principal contact for purposes of oral presentation, contract negotiations, and to address matters related to this proposal. I can be reached by calling 312.759.5101, or by e-mail at [ddavis@bronnergroup.com](mailto:ddavis@bronnergroup.com).

Very truly yours,  
**BRONNER GROUP, LLC**



Don Davis  
Director of Professional Services

**Table of Contents**

**Consultant Team Qualifications**..... 1

**BRONNER Expertise in Strategic Planning**..... 3

Summary of Proposer's Qualifications..... 4

**BRONNER TEAM** ..... 4

    Gila Bronner, CPA..... 4

    Don Davis, MPA..... 4

    Keith Spencer, MPA ..... 5

    Baird Bream, MPP ..... 5

    Lysette C. A. Cooksey, MPA ..... 5

    Verónica López..... 5

**Project Approach & Methodology**..... 6

**Project Planning and Initiation** ..... 6

**Phase 1: Research**..... 7

**Phase 2: Strategy**..... 9

**Phase 3: Transformation** ..... 10

**Phase 4: Accountability**..... 11

**Timeline** ..... 12

**Experience and Capacity to Perform** ..... 12

**Required Functions for City of Hollywood to Perform** ..... 13

**Appendix – Full Resumes, Project Plan, Price Proposal, Required Forms**..... 14

### Consultant Team Qualifications

BRONNER GROUP, LLC (BRONNER) is a nationally known and respected multi-disciplined, professional services company. Since 1987, BRONNER has excelled at delivering comprehensive management and technology consulting, large-scale workforce training, and assurance services to over 450 federal, state, and local government entities. BRONNER solutions enable government entities to identify mission-critical goals, create meaningful and sustainable change within their operational and organizational frameworks, and demonstrate accountability to all stakeholders.

<b>Name of Firm</b>	Bronner Group, LLC
<b>Location of Corporate Headquarters</b>	120 N. LaSalle Street, Suite 1300 Chicago, IL 60602
<b>Location of Florida Office</b>	110 E. Broward Blvd. Suite 1700, Ft. Lauderdale, FL 33301
<b>Date of Founding</b>	1987
<b>Legal Form</b>	Limited Liability Company (LLC) (Incorporated in Illinois)
<b>Number of Years in Business</b>	31
<b>Number of Years of Engagement with Public Sector</b>	31
<b>Principle Lines of Business</b>	Management Consulting, Audit/Attestation, Technology, Training for the public sector
<b>Number of Employees</b>	21 full-time employees plus numerous subject matter experts.
<b>Hours of Business</b>	Monday through Friday, 8:30 a.m. to 5:30 pm Central Time.
<b># of Public Sector Clients</b>	496
<b># of Local Government Clients</b>	344

Headquartered in Chicago, BRONNER has established a national presence and maintains regional offices in Fort Lauderdale, Atlanta, Albany, Boston, Cleveland, Indianapolis, Los Angeles, New York, Philadelphia, and Washington, D.C.



By focusing exclusively on the public sector, BRONNER has developed proven comprehensive insights of the issues and solutions most relevant to its clients. BRONNER approaches projects holistically through its framework of **Strategy, Transformation, and Accountability** to deliver impactful, sustainable effects for a clientele that spans the full spectrum of public sector entities, including the following sectors:

- Special and General Purpose Governments
- Public Housing
- Education
- Transportation
- Health and Human Services
- Veterans Issues

BRONNER understands that like the obstacles they face, government agencies do not exist in a vacuum. Every government agency operates in a unique context that contains challenges and opportunities that influence and impact the solutions that BRONNER identifies and implements. Thus, BRONNER's three-pronged approach emphasizes strategy, transformation, and accountability. This holistic and visionary framework allows for a quality deliverable with real impact, staying power, and future application.

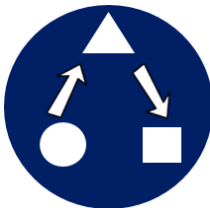
A detailed listing of BRONNER's core service offerings is provided in the space below:

### Strategy



- Strategic Plans
- Strategic Optimizations
- Succession Plans
- IT Strategic Plans
- Alternative Resource Plans
- Business Continuity Plans
- Program Effectiveness Research
- Needs Assessments and Analysis
- Stakeholder Support and Advocacy

### Transformation



- Organization Assessment and Redesign
- Operational Assessment
- Technological Advancement
- Business Process Reengineering
- Staffing Analysis
- Change Management and Training
- Business and Technology Alignment

### Accountability



- Performance Management
- Internal Controls and Compliance
- Compensation Studies
- Goal Tracker
- Annual Report Writing
- Internal Audit
- Project Planning and Management

**BRONNER Expertise in Strategic Planning**

BRONNER has extensive experience conducting strategic planning engagements for the public sector. BRONNER staff have facilitated strategic planning engagements for government entities, large and small, across the country. BRONNER customizes its approach to meet each entity’s specific needs. BRONNER’s experience with strategic planning is broad, including experience in research, plan development, plan writing, implementation, evaluation, and facilitating inclusive and collaborative planning sessions. BRONNER has a proven track record of working collaboratively with stakeholders of varying perspectives to build consensus as well as keeping planning participants engaged and on track. The following list provides a sample of entities BRONNER has assisted with strategic plans:

Client	Contact	Engagement Description
<b>City of Los Angeles Office of Finance</b>	Claire Bartels Director of Finance/ City Treasurer <a href="mailto:claire.bartels@lacity.org">claire.bartels@lacity.org</a> (213) 978-1774	BRONNER was engaged by the City of Los Angeles Office of Finance to develop a five-year Strategic Plan to direct Finance operations and management.
<b>Cuyahoga Metropolitan Housing Authority</b>	Cortney Crockett Director of Marketing <a href="mailto:kilburyc@cmha.net">kilburyc@cmha.net</a> (216) 271-2065	BRONNER assisted the Cuyahoga Metropolitan Housing Authority (CMHA) in developing a long-term strategic plan to articulate and refine the Authority’s mission, vision, direction, and strategy. BRONNER utilized an extensive stakeholder engagement approach and cutting-edge outreach methodologies to gather information from Executive leadership, the Board of Commissioners, all staff, residents, landlords, vendors, and over 50 external stakeholders.
<b>Housing Authority of the City of Milwaukee</b>	Crystal Hardy- Reed, Human Resource Director <a href="mailto:chardy@hacm.org">chardy@hacm.org</a> , 414-286-5886 Or Fernando Aniban Chief Financial Officer <a href="mailto:Fernando.Aniban@hacm.org">Fernando.Aniban@hacm.org</a>	BRONNER assisted the Housing Authority of the City of Milwaukee in evaluating organizational alternatives and developing a roadmap to strategically evaluate and redesign HACM’s organizational structure.

## Summary of Proposer's Qualifications

### Bronner Team

BRONNER has assembled an experienced team to deliver precise strategic planning services to the City of Hollywood, Florida. The team comprises senior BRONNER resources that have individually lead a variety of strategic planning engagements for public sector clients and know how to best scale BRONNER’s approach to provide the desired high-impact results and expertise. The following table presents the positions that BRONNER staff will fulfill for this engagement:

Personnel	Job Title	Engagement Position
Gila Bronner, CPA	President/CEO	Co-Engagement Director
Don Davis, MPA	Director of Professional Services	Co-Engagement Director
Keith Spencer, MPA	Senior Government Services Consultant	Project Manager
Baird Bream, MPP	Senior Government Services Consultant	Consultant
Lysette Cooksey, MPA	Government Services Consultant	Consultant
Verónica López	Consultant	Subject Matter Expert

### Gila Bronner, CPA

Gila J. Bronner is President and CEO of Bronner Group, LLC (BRONNER), a woman-owned, multi-disciplined professional services company that delivers comprehensive strategy, transformation, and accountability consulting services to state and local governments, federal agencies, and government-related organizations. Throughout her distinguished career, Ms. Bronner has assisted several hundred government entities throughout the United States and Puerto Rico in streamlining business practices, implementing improved internal controls, developing and implementing strategic plans, and establishing strong public oversight mechanisms.

Ms. Bronner is a licensed certified public accountant in Illinois, Indiana, California, Florida, Georgia, New York, and Pennsylvania. She is also a member of the California Society of CPAs, Georgia Society of CPAs, Illinois CPA Society, Massachusetts Society of Certified Public Accountants, New York State Society of CPAs, the Greater Washington Society of CPAs, and the Pennsylvania Society of CPAs.

### Don Davis, MPA

Mr. Don Davis is Director of Professional Services at BRONNER. Mr. Davis has over 30 years of extensive experience in local government, audit compliance, finance and budgeting, program evaluation, grants management, and project management. He possesses a proven ability to quickly analyze and master new issues and lead teams to strategically solve problems, make systematic improvements, and achieve results. He has facilitated the development of over a dozen strategic plans for government agencies.

Mr. Davis received his Master of Public Affairs/Administration with a concentration in Urban Management and Development from Northern Illinois University, and his Bachelor of Arts degree in History from the University of Illinois. He is a member of ICMA, NIGP, and NAHRO organizations.



### **Keith Spencer, MPA**

Mr. Spencer is a Senior Governmental Consultant with BRONNER. He has more than 12 years of experience in project management, financial analysis, and operations assessment in public and private sectors. He has worked extensively with subjects surrounding finance and performance management.

Mr. Spencer received his Master of Public Administration from the University of Illinois at Springfield and his Bachelor of Science in Business Administration in International Business from East-West University in Chicago, Illinois.

### **Baird Bream, MPP**

Mr. Bream is a Senior Government Services Consultant with BRONNER. He has more than 6 years of experience in public policy work for various public, non-profit, and private sector entities. He has worked extensively with subjects surrounding transportation financing, operations and planning at the local, state, and federal levels. Mr. Bream has developed a particular expertise in transportation policy analysis, including operations management and long-term planning. Throughout his career, Mr. Bream has gained in-depth experience with a wide range of transportation policies and operational frameworks based on his work at the local and state levels.

Mr. Bream received his Master of Public Policy from Duke University's Sanford School of Public Policy in Durham, North Carolina and his Bachelor of Arts in Public Policy, Magna Cum Laude from Brown University in Providence, Rhode Island.

### **Lysette C. A. Cooksey, MPA**

Ms. Lysette Cooksey is a Government Services Consultant with BRONNER. Ms. Cooksey has more than 30 years' experience with public policy analysis and administration, including the analysis of state and federal legislation and their impacts on constituents and industries. She has broad-based expertise in public sector operations analysis and planning with background in the areas of public health, education, and local government.

Ms. Cooksey received her Master of Science in Public Administration from the University of Georgia and her Bachelor of Arts in International Affairs with a Spanish minor, Summa Cum Laude, from the University of Georgia.

### **Verónica López**

Ms. López has a proven ability to implement organizational initiatives while maintaining quality of services. She has demonstrated excellent capability to work and analyze regulations, principles, and practices governing a diverse number of programs, along with possessing strong strategic planning skills and leadership qualities including motivational and communication skills. Ms. López has superior written and oral communication and presentation skills, and is experienced in mediation and conflict resolution. She is bilingual in English and Spanish.

Ms. López received holds both Bachelor of Arts in Psychology and Bachelor of Science in Chemistry from the University of Miami, Miami Florida.

## Project Approach & Methodology

BRONNER consultants have developed a robust strategic planning framework with a proven record of success in strengthening organizations. BRONNER carefully considers the needs of a local community and the unique organizational framework of each client. BRONNER will use a stakeholder-centric approach that ensures employees, advocates, and members of the local community have opportunities to provide feedback throughout the strategic planning process.

BRONNER's strategic planning process will begin with Project Planning and Initiation. Next, the project will include the four substantive phases: Research, Strategy, Transformation, and Accountability. BRONNER will deliver to a well-defined, comprehensive, inclusive, and attainable strategic plan to efficiently utilize resources through specific milestones and action items as a means to serve the people of the City of Hollywood, Florida.

### Project Planning and Initiation

This phase serves as the project management component of the engagement, in which the BRONNER project team and City of Hollywood leadership will establish the detailed scope of project activities, the specific timeline in which these activities will occur, and the agreed-upon specifications for deliverable materials. BRONNER's team will coordinate directly with the City of Hollywood Project Manager to identify and define project roles.

At project initiation, BRONNER will work with the City of Hollywood Project Manager to develop a strategy for generating participation and facilitating feedback from residents, citizen committees and associations, business and industry representatives, service clubs, non-profit organizations, school leaders, elected officials and staff. BRONNER will also work with the City's Project Manager to identify key local agencies, organizations, and businesses while also establishing a framework to identify which stakeholder engagement tools, i.e., surveys, interviews, etc., to utilize for each group as well as for residents, stakeholders, community, elected officials, and staff.

During this phase of the engagement, BRONNER will formalize the list of necessary data sets needed for the strategic planning process and receive this data from City of Hollywood. BRONNER's project team will work with the City of Hollywood project team to establish a planning schedule and communication plan. This communication plan will include regular status updates to inform all internal stakeholders about BRONNER's progress, any issues that have arisen, and the project's next steps.

BRONNER's project manager will monitor project progress towards achieving agreed-upon objectives, document, and communicate any issues that may arise during the course of the engagement, and serve as the primary point of contact for the BRONNER project team.

During the Project Planning and Initiation Phase, BRONNER will:

- Hold on-site project kick-off meeting with the City of Hollywood team to confirm expectations;
- Finalize planning structures and processes with project leadership;
- Develop list of community partners and stakeholders to involve in the planning process;
- Formulate a stakeholder engagement plan;

- Request and receive relevant data sets, if any, for use in developing the strategic plan;
- Finalize work plan and schedules; and,
- Establish communication protocols with the City of Hollywood project team.
- Begin initial One-on-One interviews
- Conduct a Town Hall meeting to inform stakeholder for the strategic planning process and opportunities to provide input

Following these necessary project management steps, the BRONNER team will develop the Strategic Plan for City of Hollywood using four phases of work aligned with the City of Hollywood:

1. Research
2. Strategy
3. Transformation
4. Accountability

### Phase 1: Research



During the extensive Research Phase of the project, BRONNER will work with various stakeholders to gain a thorough understanding of organizational priorities and community goals. This community participation will help BRONNER to develop an understanding of local needs and also assess City of Hollywood government’s current state and trajectory. The following tasks will take place during this Phase.

#### Review of existing documents and data

This process will begin by obtaining and reviewing documentation relating to the City of Hollywood’s existing mission statement, core values, strategic themes, current resources and activities, organizational charts, relevant financial records, any existing strategic plans, and strategic plan/implementation plan progress reports.

#### Identification of stakeholders and engagement tools

Next, BRONNER will begin the process of data gathering and engaging with stakeholders. BRONNER’s project team will work with the City of Hollywood project team to identify key internal and external stakeholders and establish a framework to identify which stakeholder engagement tools to utilize for each group.

Engagement tools BRONNER will utilize interviews, facilitated stakeholder engagement meetings, and on-line surveys. BRONNER will work with the City of Hollywood project team to establish a framework to identify which stakeholder engagement tools to utilize for each group. BRONNER will use these engagement tools to gain further insight into the risks and opportunities facing City of Hollywood, Florida, gauge the current state of the City of Hollywood, identify what actions the City can perform to meet the needs of the community and gain an understanding of the internal climate of the organization.

### **Stakeholder Outreach and Engagement Plan**

BRONNER will work with the City of Hollywood Project Manager to finalize an engagement plan that outlines the stakeholders who will be engaged, as well as the planned number of engagements with each group and methods of engagement. Within this Research Phase, where the goal is to gain insight into the existing strategic planning process, organizational priorities, and the status of current strategic plan-related initiatives, there will be meetings with City of Hollywood employees, elected officials and the first of the two team building sessions with the CRA. Greater community outreach and engagement is scheduled to occur in a later phase when there are insights and potential strategic initiatives that can be shared. Please reference the Work Plan and subsequent overview of Phases for timing and cadence of the community outreach.

### **Interviews, facilitated stakeholder meetings, and group discussions**

BRONNER will coordinate with the City of Hollywood Project Manager to introduce roles staff play in the strategic planning project. BRONNER suggests developing a mass email to inform staff on the strategic planning process.

Selected staff will be invited to participate in facilitated one-on-one interviews. Focus groups of employees will also be scheduled to solicit their thoughts and perceptions. BRONNER begins each session with a brief overview of the project and then answers participants' questions before posing a series of questions and asking follow-up questions. This process is repeated when conducting interviews with any stakeholder group. BRONNER project team members offer all interviewed stakeholders the opportunity to submit additional feedback after the interview or focus group concludes.

### **Conduct surveys**

BRONNER will then survey stakeholders to determine stakeholders' current opinions on the strengths and weaknesses of the City of Hollywood, Florida. The surveys provide hard data to generate insights rather than relying on assumptions. The surveys will be adapted to obtain feedback on specific areas of concern raised during the interviews and focus group sessions.

BRONNER will survey stakeholders using an on-line survey tool (Survey Monkey). Stakeholders will be selected for survey participation based on input from strategic planning project lead regarding availability of email addresses, available time/budget, and other issues. Based on the RFP, BRONNER currently plans to develop distinct surveys for different stakeholder groups, additional surveys can be developed for targeted groups. BRONNER will discuss the most effective way to survey stakeholders without computer access.

### **Summarize information into SWOT framework**

BRONNER will then organize the feedback from document review, interviews, stakeholder engagement meetings, and surveys into the SWOT framework. BRONNER will utilize a holistic approach to identify the current strengths and weaknesses of the City of Hollywood as well as the opportunities and threats facing the municipality. This information will be presented at the strategic planning retreat to provide the concise information needed for informed decision making.

## Phase 2: Strategy



In Phase 2, BRONNER will work collaboratively with City of Hollywood leadership to begin formulating the Strategic Plan. Phase 2 will consist of a Vision Setting Retreat facilitated by BRONNER and attended by the City of Hollywood leadership and select City of Hollywood staff. If desired, other people identified by Hollywood leadership can attend and participate.

### Conduct Vision Setting Retreat

The Vision Setting Retreat will serve to inform the City of Hollywood of BRONNER’s current state assessment of the City. In addition, the Vision Setting Retreat will offer BRONNER and the City leadership the opportunity to collaboratively determine necessary revisions to high-level aspects of the existing strategic plan, including the City’s’ mission, vision, values, strategic initiatives, goals, and actions.

BRONNER will facilitate a retreat that will review background material and then work as a group to develop Mission, Vision, Values, and Goals for the City. As part of its standard process for the retreat, BRONNER provides examples of mission and vision statements from other public sector entities to help start the dialogue. Likewise, BRONNER provides common words that are used to describe agency values. The values may organized in a manner that spells out another word, such as “Cares,” in order to serve as a mnemonic device to help people remember the values. The group will also develop draft goals and begin to identify strategic objectives that support the goals.

BRONNER has facilitated a number of strategic planning sessions with a large number of participants and understands that the meeting structure and any group activities must be tailored dependent on group size. Typically, larger groups are broken into smaller working groups for exercises and then brought back into one group to discuss the results of their discussion. Working towards a group consensus on critical decisions will be encouraged while allowing divergent perspectives to be voiced.

BRONNER will work closely with City of Hollywood Project Manager to determine the appropriate format for the Vision Setting Retreat. BRONNER will coordinate with staff regarding the logistics, but specific coordination of the venue, any associated equipment rental fees, and food will be the responsibility of the City of Hollywood, Florida. BRONNER will incur costs required to present material.

### Conduct continued Community Outreach

Following the Vision Setting Retreat, BRONNER will continue on its agreed upon Engagement Plan and support City of Hollywood, Florida’s community outreach efforts. The public meetings and discussions with the general public and select community stakeholders will build off the outcomes and findings of the Vision Setting Retreat. The focus will be for the stakeholders to provide feedback on the draft vision, mission, strategic initiatives, goals, and values. The information is presented at this point in the process because it provides concrete materials for the stakeholders to discuss and provide feedback. BRONNER will be in close coordination with the City of Hollywood project team to receive feedback and input on the strategic plan updates discussed with external stakeholders.

### Prepare Summary Report

Following the Vision Setting Retreat, BRONNER will provide the City of Hollywood project team with a memorandum summarizing the results, findings, and updates that took place during the Vision Setting Retreat. The report will also contain a summary of the feedback received from the general public and other community stakeholders.

### Phase 3: Transformation



The Transformation Phase will include the identification of recommendations for continuous improvement, an on-site facilitated Action Planning Retreat, and facilitated meetings with City of Hollywood leaders. BRONNER will then synthesize the findings of the previous tasks into content for a comprehensive Strategic Plan.

#### Define Recommendations for Continuous Improvement

Based on the findings of the review of existing conditions and the future state visioning exercises, BRONNER will identify recommendations for strategies in which the City of Hollywood can improve public safety, community trust, and member wellness. These recommendations will include internal and community-facing practices, services, programs, and partnerships. Where necessary, BRONNER will identify the attendant changes in organizational structure, staffing, and scheduling that are necessary to deliver these opportunities. BRONNER will also identify high-level estimates of the programmatic and operational costs associated with the opportunities.

#### Conduct Action Planning Retreat with City of Hollywood Leadership

At the Action Planning Retreat, BRONNER will facilitate a session with the City of Hollywood leadership and select employees to determine the objectives, actions, timelines, priorities, and metrics needed to effectively implement the strategic goals. The Action Planning Retreat will offer participants the opportunity to collaboratively develop the overall strategy for accomplishing the goals and objectives determined during the Vision Setting Retreat. BRONNER will also help identify the specific actions, plans, and tangible steps necessary to implement and achieve these goals and objectives. BRONNER will facilitate conversations on identifying the tasks necessary to achieve the goals and the quantifiable metrics that will enable City of Hollywood to evaluate progress towards these goals.

Likewise, BRONNER will help City of Hollywood prioritize objectives and establish timeframes. BRONNER has utilized prioritization techniques for other public sector entities to identify which initiatives will have the most impact while limiting costs and resource commitments. Below is the output from such an exercise performed for a BRONNER strategic planning engagement.

A high-level discussion of obtaining new resources will occur during this retreat. BRONNER has worked with public sector entities in identifying and developing roadmaps to create alternative revenue sources.

Strategies and tasks needed to develop new revenue sources will be identified and assigned to specific departments and staff.

### Create Strategic Plan

Following the Action Planning Retreat, BRONNER will develop draft Strategic Plan content. The draft content for the Strategic Plan will incorporate the information gained through background materials, stakeholder interviews, and surveys in the Research Phase; priorities determined at the Vision Setting Retreat in the Strategy Phase; and, specific actions and metrics identified at the Action Planning Retreat in the Transformation Phase. The draft Strategic Plan document will outline priorities for the City of Hollywood, Florida.

### Phase 4: Accountability



During the Accountability Phase of this project, BRONNER will guide development of an implementation and monitoring process. BRONNER will work with City of Hollywood to develop a Goal Tracker to quantify and monitor the progress. Additionally, BRONNER will assist in the development of an Annual Plan framework and methodology to track the progress of the Strategic Plan and communicate progress to City of Hollywood, Florida’s stakeholders.

### BRONNER Goal Tracker

BRONNER will meet with the City of Hollywood project team to fill out the detailed information in the Goal Tracker. The Goal Tracker will clarify supporting actions needed to achieve goals. The discussion of responsibilities and supporting tasks helps to create a realistic and implementable plan. This Goal Tracker will then be used for monitoring progress on an on-going basis and addressing issues as they arise. BRONNER will incorporate quantifiable performance indicators into the Goal Tracker in order for City of Hollywood to effectively evaluate progress towards its strategic goals and initiatives. Existing performance indicators will be used where possible.

BRONNER will work with the City of Hollywood project team to determine the best way to update the Goal Tracker using internal resources. Although it is not included in this budget, an option is for BRONNER to visit monthly or quarterly to ensure the Goal Tracker is updated. The Goal Tracker will enable City of Hollywood to review, adjust, and adapt its strategic plan for evolving circumstances. The Goal Tracker enables City of Hollywood to monitor and quantify progress towards achieving its Strategic Planning goals.

**Monitoring Progress**

BRONNER has designed and developed tools to support the implementation of strategic plans. The Goal Tracker is set up to feed into dashboards that allow the leadership identify and address concerns in a timely manner. The outcome is a set of detailed project plans and interactive dashboards to help ensure success, accountability, resource availability, and timeliness.

**During the Accountability Phase, BRONNER will:**

- Develop Goal Tracker module for implementation plan;
- Populate Goal Tracker module with City of Hollywood project team; and,
- Prepare an Annual Plan monitoring framework for evaluating progress and communicating value to stakeholders.

**Timeline**

BRONNER has developed the project timeline so that it aligns with the suggestions provided by City of Hollywood in the RFP with project kick-off in April 2019. The final Strategic Plan will be presented for acceptance by the City of Hollywood leadership by September 2019. A high-level timeline by phase is provided below for reference.

Hollywood, FL Strategic Plan													
		Estimated Timeframe											
		April		May		June		July		August		September	
Task #	Task	Weeks 1-2	Weeks 3-4	Weeks 5-6	Weeks 7-8	Weeks 9-10	Weeks 11-12	Weeks 13-14	Weeks 15-16	Weeks 17-18	Weeks 19-20	Weeks 21-22	Weeks 23-24
0	Project Planning and												
1	Research												
2	Strategy												
3	Transformation												
4	Accountability												

**Experience and Capacity to Perform**

BRONNER GROUP, LLC (BRONNER) is a nationally known and respected multi-disciplined, professional services company. For over 30 years BRONNER has been trusted to identify mission-critical goals, create meaningful and sustainable change within their operational and organizational frameworks, and demonstrate accountability for its clients.

Every project is staffed by a dedicated project manager with relevant experience to the engagement scope who serves as the primary point of contact for the client. If a client submits a question to the project manager, the project manager responds directly to the client with a response plan that defines next steps, sets a timeline for follow-up, and identifies any immediate requests for additional information. In addition BRONNER is supported by a national network of Subject Matter Experts (SMEs), many of whom are former government administrators or directors with decades of experience in the public sector. BRONNER deploys these SMEs for targeted responses to specific client needs in order to address issues or design solutions using field-tested best practices.



### Required Functions for City of Hollywood to Perform

For successful completion of the update to the Strategic Plan, BRONNER has identified that City of Hollywood stakeholders will perform the following functions:

- Support timely scheduling of required meetings for all components of the engagement, including regular project management meetings, leadership retreats, staff interviews, and deliverable review meetings
- Support regular communication via telephone and/or e-mail between project team members and identified City of Hollywood stakeholders
- Schedule meetings when requested for on-site engagement or off-site teleconferencing
- Make all documentation available during the first week of the project assessment following receipt of documentation request from the project team
- Provide assistance with identification of internal and external stakeholders
- Provide assistance with the administration and distribution of surveys to internal and external stakeholders
- Respond to surveys administered by project team
- Pay for and handle logistics associated with retreat venues and associated food and beverages
- Participate in retreats, interviews, and focus groups with project team
- Provide assistance with identification of updates to all components within the City of Hollywood Strategic Plan (mission, vision, values, goals, strategic actions, etc.) during facilitated sessions
- Provide on-site office space during scheduled on-site engagements (including documentation review) for an average of three (3) BRONNER project team members
- Provide timely feedback on draft reports and deliverables to ensure adherence to schedule
- Lead the community engagement meetings and all meetings open to the general public. BRONNER will be available to provide support to key meetings
- Perform all graphic design and production for the final Strategic Plan document

The project team anticipates that the level of City of Hollywood resources required for these functions will be reasonable and predictable. The timeframe for each required meeting will be defined as soon as possible, and project team members will manage the meeting to its expected timeframe.

**Appendix – Full Resumes, Project Plan, Price Proposal and Required Forms**

BRONNER is pleased to submit all required forms and materials as attachments to this proposal.

## Full Resumes

### Gila Bronner, CPA

Gila J. Bronner is President and CEO of Bronner Group, LLC (BRONNER), a woman-owned, multi-disciplined professional services company that delivers comprehensive strategy, transformation, and accountability consulting services to state and local governments, federal agencies, and government-related organizations. Throughout her distinguished career, Ms. Bronner has assisted several hundred government entities throughout the United States and Puerto Rico in streamlining business practices, implementing improved internal controls, developing and implementing strategic plans, and establishing strong public oversight mechanisms.

Ms. Bronner's extensive experience in delivering tailored strategic planning solutions with actionable and lasting results includes the following clients:

Atlanta Housing Authority	Illinois Student Assistance Commission
Bridgeport Public Schools	Indiana Family and Social Services Administration
Central United States Earthquake Consortium	Indianapolis Housing Authority
Chicago Department of Housing	Jersey City Housing Authority
Chicago Housing Authority	Lake County (IL)
City of Boston	Lucas Metropolitan Housing Authority
City of Los Angeles Department of Finance	Massachusetts Department of Public Health
Cook County Dept. of Highways and Transportation	Moving to Work Public Housing Authorities
Cuyahoga Metropolitan Housing Authority	New Bedford Housing Authority
Detroit Housing Commission	New Mexico Department of Veterans Service
Fort Worth Housing Solutions	Newark Housing Authority
Georgia Department of Audits and Accounts	Omaha Housing Authority
Georgia Office of Planning and Budget	Philadelphia Housing Authority
Housing Authority of County of Santa Clara	Regional Transportation Authority
Housing Authority of the Birmingham District	Rochester Housing Authority
Housing Authority of the City of Brownsville	San Francisco Housing Authority
Housing Authority of the City of Los Angeles	School District of Philadelphia
Housing Authority of the City of Milwaukee	U.S. Department of Housing and Urban Development
Illinois Commerce Commission	Bureau of Public and Indian Housing
Illinois Department of Insurance	U.S. Department of Interior Bureau of Indian Affairs
Illinois Gaming Board	U.S. Small Business Administration
	University of Illinois Procurement Diversity Program

Ms. Bronner is highly respected by government lawmakers and regulators as an expert on auditor independence and related accountability and internal control issues and is a nationally recognized authority on government compliance and oversight. She has written and lectured extensively on the subjects of auditor independence, government efficiency and reform, grants management, and government accountability. Ms. Bronner has comprehensive experience as a board member and deep knowledge of institutional governance. She currently serves or has served on numerous civic and professional boards, as well as several independent oversight and advisory commissions. In addition, she has assisted many governments and government-related organizations with identification and selection of candidates for both independent boards and commissions, as well as full-time senior executive positions.

### **Appointments/Professional Affiliations**

Pursuant to a Presidential appointment, Ms. Bronner served as a member of the governing council of the United States Holocaust Memorial Museum. Her leadership roles at the Museum have included chairing the Museum's Audit and Finance Committees and serving as a member of the Museum's Executive, Investment, Ad-Hoc Search, and Strategic Planning Committees. In 2016, Ms. Bronner began a 5-year term as a member of the Federal Accounting Standards Advisory Board (FASAB). Gila was also selected as an initial member of the National Aeronautics and Space Administration's (NASA) Advisory Council Financial Audit Committee (FAC) and serves on the Board of Advisors for the Data Coalition, the only trade association that advocates data reform for the U.S. Government.

At the state level, Ms. Bronner has consulted to numerous state governments across multiple disciplines. Additionally, she has provided pro-bono assistance through service on state boards and commissions including: Illinois Finance Authority as vice chair of the Board of Directors, chair of the Audit, Budget, Finance, Investment and Procurement committee, and member of the Governance, Personnel, Legislation and Ethics committee; the former Illinois State Government Accountability Council; and, the Illinois Comptroller's Local Government Advisory Board.

Over her 30-plus year career, Ms. Bronner has been an active national leader in the public accounting profession. She was a member of the Board of Directors of the American Institute of CPAs (AICPA) where she served as a key liaison to federal government oversight bodies and as a member of the Executive Committee of AICPA's Political Leadership Cabinet. She is also a member of the Illinois CPA Society (ICPAS) for which she served as: Chairman of the Society's Regulation and Legislation Committee; its Legislative Contact Program; a member of the Board of Directors; an officer of its political action committee; and, a member of the ICPAS Ethics Committee. For two consecutive years, *Accounting Today*, named Ms. Bronner one of the top 100 most influential people in accounting.

Prior to forming BRONNER in 1987, Ms. Bronner was a Manager for Governmental Consulting at KPMG Peat Marwick and Director of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting Program. Ms. Bronner also provided staff support to the National Council on Governmental Accounting (the predecessor body to the Governmental Accounting Standards Board).

### **Education**

Ms. Bronner received her Bachelor of Science degree in Accounting from the University of Illinois where she was elected to "Who's Who in American Colleges and Universities." She was inducted into the University's College of Business Administration's Institute for Entrepreneurial Studies Hall of Fame and presented with the "Distinguished Graduate Award". She is a member of the University of Illinois, College of Business Administration Alumni Leadership Academy, and its Accounting Advisory Committee.

Ms. Bronner is a licensed certified public accountant in Illinois, Indiana, California, Florida, Georgia, New York, and Pennsylvania. She is also a member of the California Society of CPAs, Georgia Society of CPAs, Illinois CPA Society, Massachusetts Society of Certified Public Accountants, New York State Society of CPAs, the Greater Washington Society of CPAs, and the Pennsylvania Society of CPAs.

## **Keith Spencer, MPA**

Mr. Spencer is a Senior Governmental Consultant with BRONNER. He has more than 12 years of experience in project management, financial analysis, and operations assessment in public and private sectors. He has worked extensively with subjects surrounding finance and performance management.

### **Examples of Mr. Spencer's areas of expertise include:**

- Planning
- Grant Compliance
- Operations Assessment
- Project Management
- Performance Management
- Financial Analysis

### **Mr. Spencer's professional experience includes the following engagements:**

#### **Illinois Student Assistance Commission**

- Facilitated goal setting and prioritization Strategic planning retreat with Senior Leadership.

#### **Georgia Department of Transportation**

- Assisted with the development and conduct of Federal Transit Administration compliance reviews related to Title VI regulations and Disadvantaged Business Enterprise (DBE) program requirements for GDOT and its sub-recipient transit agencies

#### **Northeast Ohio Areawide Coordinating Agency**

- Providing interagency coordination and stakeholder engagement services for Chicago-area stakeholders to support the conduct of the Great Lakes Hyperloop Feasibility Study

#### **Illinois Department of Transportation (Transit Operations Project Manager)**

- Prepared Bureau for Federal Transit Administration (FTA) Procurement System Review
- Managed financial and management compliance for \$150 million dollars in grant funds
- Conducted financial management and compliance reviews of grantees and grant sub-recipients
- Led the Bureaus' transition to Illinois' Grant Accountability and Transparency Act (GATA)
- Identified policy and regulatory changes to streamline work between the IDOT and the U.S.DOT
- Assisted in the development of the transit operations procedures manual

#### **Images, Inc.**

- Managed budgets and deliverables for rail, local road, and highway projects
- Designed strategic communications plans for governmental transportation projects
- Developed stakeholder lists and manage stakeholder analysis
- Planned and managed workshops, public meetings and public hearings

#### **Education**

Mr. Spencer received his Master of Public Administration from the University of Illinois at Springfield and his Bachelor of Science in Business Administration in International Business from East-West University in Chicago, Illinois.

## **Don Davis, MPA**

Mr. Don Davis is Director of Professional Services at BRONNER. Mr. Davis has over 29 years of extensive experience in strategic planning, community development, finance and budgeting, program evaluation, grants management, and project management. He possesses a proven ability to quickly analyze and master new issues and lead teams to strategically solve problems, make systematic improvements, and achieve results. He has strong background in establishing systems to ensure compliance with federal requirements and conducting internal audits.

### **Examples of Mr. Davis's areas of expertise include:**

- Strategic Planning
- Program Evaluation
- Grant Management
- Marketing/Outreach
- Government Technologies

### **Mr. Davis's professional experience includes the following representative engagements:**

#### **Facilitated strategic plans for the following organizations:**

- Chicago Housing Authority
- Cuyahoga Metropolitan Housing Authority
- Detroit Housing Commission
- Fort Worth Housing Authority
- Housing Authority of City of Milwaukee
- Housing Authority of the City of Brownsville
- Housing Authority of the City of Los Angeles
- Housing Authority of the County of Santa Clara
- Jersey City Housing Authority
- Lucas Metropolitan Housing Authority
- Newark Housing Authority
- Omaha Housing Authority
- Rochester Housing Authority

#### **Lake County Department of Finance and Administrative Services**

- Assisted with the delivery an organizational and operational assessment

#### **Bridgeport Connecticut Board of Education**

- Recommended improvements to Operations Division
- Conducted one day retreat to develop strategic plan

#### **Cook County Department of Transportation**

- Assessed existing and innovative revenue streams available for transportation.

#### **Illinois Student Assistance Commission**

- Facilitated the development of a 5-year strategic plan

#### **Housing Authority of City of Milwaukee**

- Developed business plan for development affiliate
- Assessed ways to strategically optimize organization based on new business models

#### **Housing Authority of the County of Santa Clara**

- Developing a Business Continuity Plan

#### **City of Chicago Department of Human Services**

- Managed the City's homeless system housing 6,000 people in emergency shelters, transitional shelters, second stage housing, and Shelter Plus Care housing
- Created two new shelters, two substance abuse recovery programs, and six "Family First" units for CHA non-leaseholders facing eviction

#### **City of Chicago – Disaster Recovery Coordinator**

- Coordinated efforts to qualify the City for FEMA and SBA disaster aid for four sewer floods and two snow emergencies resulting in \$24 million to the City and \$278 million to residents

#### **City of Chicago – Census Coordinator**

- Developed and implemented a comprehensive plan with a \$1.2 million budget to decrease the census undercount. Efforts reduced the undercount by at least 13,000 people (19%)

#### **City of Chicago Office of Budget and Management – CDBG Compliance and Reporting**

- Participated in HUD's national task force for developing Consolidated Plan guidelines and then led the development of the City of Chicago's first Consolidated Plan
- Created and implemented a standardized application and contracting process for hundreds of City sub-recipients receiving HUD's Community Development Block Grant (CDBG) funding
- Analyzed effectiveness of HUD funded programs for job training, infant mortality reduction, and controlling gang violence resulting in the elimination of unsuccessful programs

#### **Village of Antioch Illinois**

- Orchestrated the annexation of 1,600 acres of strategically located property, one of the largest annexations in Illinois history, followed by an 8,000-acre comprehensive plan

#### **Education**

Mr. Davis received his Master of Public Affairs/Administration with a concentration in Urban Management and Development from Northern Illinois University, and his Bachelor of Arts degree in History from the University of Illinois.

#### **Professional Associations**

- Member of National Association of Housing and Redevelopment Organizations
- Member of National Institute of Governmental Purchasing
- Member of International City County Management Association

#### **Publications**

- "Tax Increment Financing" Public Budgeting and Finance (Spring 1989): Vol. 9, No. 1

#### **Presentations**

- "Non Federal Resources to Serve Your Mission" NAHRO National Conference October 2017
- "Alternative Revenue Sources" PHADA Conference May 2018

## **Baird Bream, MPP**

Mr. Bream is a Senior Government Services Consultant with BRONNER. He has more than 6 years of experience in public policy work for various public, non-profit, and private sector entities. He has worked extensively with subjects surrounding transportation financing, operations and planning at the local, state, and federal levels. Mr. Bream has developed a particular expertise in transportation policy analysis, including operations management and long-term planning. Throughout his career, Mr. Bream has gained in-depth experience with a wide range of transportation policies and operational frameworks based on his work at the local and state levels.

### **Examples of Mr. Bream's areas of expertise include:**

- Survey Design and Administration
- Stakeholder Analysis
- Procedural Review and Analysis
- Financial Analysis
- Public Finance
- Operations Assessment
- Transportation Planning
- Project Management

### **Mr. Bream's professional experience includes the following engagements:**

#### **Los Angeles Office of Finance**

- Facilitated the development of a strategic plan to guide the next five years of agency operations and management, including the conduct of a SWOT analysis to identify priority areas for focus
- Assisted with the development of a customer service plan to position the Office of Finance as a center of excellence for customer assistance and guidance

#### **Cook County Department of Transportation and Highways**

- Assisted in the development of a Long Range Transportation Plan to establish a strategic vision for transportation investment and policy
- Conducted alternative revenue sourcing and best practice analysis to identify opportunities to mitigate the transportation project needs gap
- Developed projections of revenues and costs for transportation investments under different policy environments
- Developed evaluation criteria and assessment tool to facilitate identification and prioritization of projects for implementation

#### **Newark Housing Authority**

- Conducted innovative practices research and reviewed internal documents as part of SWOT analysis during 5-year strategic planning process

#### **Florida Department of Transportation**

- Conducted an organizational and operational assessment to optimize resource allocation and improve project output

#### **Lake County Department of Finance and Administrative Services**

- Conducted organizational and operational review of Finance and Administrative Services Department



### **Milwaukee County Department of Transportation**

- Performed an operations assessment of transit operations and management to identify opportunities for realizing operational efficiencies
- Conducted best practices research and analysis on models of shared-service public sector operations to assess cost savings for insourced and outsourced government operations
- Conducted an assessment of the economic impacts of public transit services in Milwaukee County

### **Indiana State Board of Accounts**

- Conducted a strategic optimization assessment to identify opportunities for leveraging recent legislative changes in SBOA statutory authority and funding into operational and organizational efficiencies
- Developed and administered a survey of SBOA staff to identify priority areas for improvement

### **Indiana Department of Revenue**

- Conducted a strategic optimization assessment of the Department's Assurance and Advisory Services function to identify opportunities for operational and organizational enhancements
- Developed an implementation and roll-out plan for a cross-functional Accountability and Compliance Division to enhance internal control practices
- Provided internal audit consulting and planning services to facilitate the stand-up of a formal Internal Audit function

### **City of Bloomington, IL**

- Conducted a comprehensive risk assessment of external and internal risks that may impact the operations and management of the City's key business functions, strategic objectives, and goals
- Developed an audit plan that identified the City's departments, divisions, and business functions to be reviewed

### **Southeastern Pennsylvania Transportation Authority**

- Conducted a review of Customized Community Transportation (CCT) paratransit services to assess compliance and identify opportunities for operational enhancement and innovative service provision
- Conducted a review of the Disadvantaged Business Enterprise (DBE) Certification Unit to identify opportunities to improve efficiency and maintain compliance with state and federal program standards and regulations

### **Capital Metropolitan Transit Authority (Austin, TX)**

- Provided funding policy and financial analysis services for evaluation of identified projects as part of a transit enhancement and investment plan for the downtown Austin area

### **Massachusetts Department of Transportation**

- Provided policy analysis services on transportation technology, financial planning and analysis, and transit-supportive zoning for Focus40, a state-level long range transportation plan
- Developed evaluation criteria and assessment tool to facilitate identification and prioritization of projects for a Capital Improvement Program

### **Regional Transportation Authority**

- Provided project management services for the implementation of a new Integrated Mobility Management Program, including scope management, time management, cost management, communications management, risk management, and change management
- Produced a Lessons Learned document and identified effective business practices for future RTA project management engagements

### **Los Angeles Office of the Controller**

- Engaged by the Controller to assess existing and develop new framework for internal controls over external financial reporting in accordance with COSO, Green Book, and GAAP standards
- Performed interviews with Controller staff and City department stakeholders to discover and record existing policies, procedures, and controls in place relating to external and yearend financial reporting
- Conducted an organizational review of the Internal Audit Division to increase the Division's capacity to support the Controller's efforts to improve internal controls throughout the City
- Conducted a Citywide risk assessment survey to identify risk themes and inform the development of an annual internal audit plan

### **Port of Los Angeles**

- Conducted assessment of project management framework related to port terminal leases and development programs through documentation review and stakeholder interviews
- Evaluated project management reporting structures and technologies
- Identified recommendations to enhance enterprise-wide integration and risk management

### **Metra**

- Conducted a business process redesign initiative of the Metra internal audit function to enhance performance management and elevate the perception and value of the department
- Conducted a risk assessment of Metra operations and management to identify priority areas for assessment in the Metra annual internal audit plan

### **Education**

Mr. Bream received his Master of Public Policy from Duke University's Sanford School of Public Policy in Durham, North Carolina and his Bachelor of Arts in Public Policy, Magna Cum Laude from Brown University in Providence, Rhode Island.

### **Professional Affiliations**

Young Professionals in Transportation – Chicago Chapter, 2013 – Present  
Women's Transportation Seminar – Chicago Chapter, 2015 – Present  
Transport Chicago Conference Planning Committee, 2016 – 2017

## **Lysette C. A. Cooksey, MPA**

Ms. Lysette Cooksey is a Government Services Consultant with BRONNER. Ms. Cooksey has more than 30 years' experience with public policy analysis and administration, including the analysis of state and federal legislation and their impacts on constituents and industries. She has broad-based expertise in public sector operations analysis and planning with background in the areas of public health, education, and local government.

### **Examples of Ms. Cooksey's areas of expertise include:**

- Research and analysis
- Partner and stakeholder engagement
- Community outreach, organization, and event hosting
- Project management and organization
- Legislative analysis
- Public-private partnership facilitation

### **Ms. Cooksey's professional experience includes the following engagements:**

#### **National Council of State Boards of Nursing**

- Tracked and reviewed legislation affecting nursing regulation and occupational licensure to inform members through legislative updates
- Collaborated with key stakeholders and conducted environmental scans to develop strategies for advancing national and local marketing campaigns and advocacy efforts
- Organized committees and conducted legislative research projects to formulate policies and produce reports concerning regulatory board operations and licensure
- Contributed to *Journal of Nursing Regulation*, position statements, and instructional materials relating to antitrust issues, interstate compacts, and other regulatory and legislative topics

#### **Association of County Commissioners of Georgia**

- Represented interests of all 159 counties in Georgia during 2017 Legislative Session
- Tracked legislation affecting local governments and communicated effects with members
- Engaged in various research projects concerning county government operations

#### **Great Promise Partnership**

- Supported creation and strengthening of public-private partnerships between high schools, universities, and industry

#### **National Defense Industrial Association**

- Developed research and recruiting strategies to implement new divisions
- Assisted in organization and management of offsite events including trade shows, Congressional exhibits, workshops, etc.

#### **Education**

Ms. Cooksey received her Master of Science in Public Administration from the University of Georgia and her Bachelor of Arts in International Affairs with a Spanish minor, Summa Cum Laude, from the University of Georgia.

## **Verónica López**

Ms. López has a proven ability to implement organizational initiatives while maintaining quality of services. She has demonstrated excellent capability to work and analyze regulations, principles, and practices governing a diverse number of programs, along with possessing strong strategic planning skills and leadership qualities including motivational and communication skills. Ms. López is experienced in budgeting and business management concepts and practices including project management, contract management and bidding process as well as budget preparation, program planning and reporting. She is also familiar with supervisory experience across different projects and/or programs. Ms. López has superior written and oral communication and presentation skills, and is experienced in mediation and conflict resolution. She is bilingual in English and Spanish.

### **Ms. López's professional experience includes the following:**

#### **The 3Gs Project**

- Coordinate internal resources and third parties/vendors for the flawless execution of projects while assuring all projects are delivered timely, within scope and within budget.
- Develop project scopes, objectives while utilizing appropriate verification techniques to manage changes, schedules, costs and performing risk management delineating and maintaining stakeholders' engagement while creating and updating comprehensive project documentation to build up stakeholders' compliance and create organizational resources for future projects.

#### **Grant Writer**

- Grant writing HOME, CDBG, and HOPWA Grants for Public Housing Authorities.
- Perform needs assessment, prepare project charters and schedules for each process involved, setting up plans of action and goals and objectives as well as performance evaluating procedures and documentation /reporting requirements for the funding for which the agency is applying to assure follow up and optimum utilization of the funds secured and the achievement of objectives.

#### **Housing Authority of the City of Fort Lauderdale**

- Managed all aspects of the Housing Choice Voucher and Public Housing Programs including preparation of administrative policies and procedures, quality assurance reviews and implementation of regulations as required by Housing and Urban Development while maintaining supportive documentation of all facets of the program. Prepared all job descriptions, evaluations and processed and maintained employee records.
- Planned and executed the conversion of Public Housing Units to Project Based Voucher Units.
- Responsible for providing management and leadership to support the daily operations of all subsidized housing programs in a fast paced, high volume transaction environment, including the establishment and transference of data integrity through risk analysis, data evaluation and reporting.
- Assured data integrity through risk analysis, data evaluation, and internal reviews maintaining 100% reporting rate to federal funding sources even throughout massive software changes. Supervised and trained specialists and administrative staff. Managed and supervised all property inspections and relocation of residents of Public Housing Properties to Tenant Based Housing Programs assuring full compliance with all pertinent laws and relocations under federal and local

regulations. Maintained a High Performance status throughout tenure with the Housing Authority and prepared all policies and procedures for new and existing programs.

- Prepared and developed the inclusion of the Housing Authority of the City of Fort Lauderdale into the National Association of Housing and Redevelopment Officials Training Centers therefore, providing in-house training and scholarships for the HACFL's Housing employees without cost to the agency.

#### **Hialeah Housing Authority Hialeah**

- Established an Intergenerational Day Care Center as well as two After School Care Programs.
- Responsible for supervising a staff of 40 employees in different areas through progressive increase in responsibilities throughout my tenure. Created and expanded Social Services Department to include, Section 8 and Public Housing Family Self Sufficiency Programs, Drug Prevention Programs at two locations, Resident's Initiatives and Elderly Services including Nutrition and Activities Programs for families and elderly respectively.
- Created, and implemented a comprehensive Drug Prevention Program that was the recipient of the 1992 NAHRO National Award for Program Innovation in Client and Resident Services.
- Established a successful One Stop Center to provide a wide array of services to family developments' residents in conjunction with the State of Florida Children and Families Services.
- Established and maintained an extensive network of provider agencies to supplement the services the Hialeah Housing Authority provides its residents. Negotiated Memorandums of Agreements with multiple entities to assure compliance with mutual responsibilities.
- Successfully completed and was awarded diverse grant applications including both private and public funding sources to fund above mentioned programs.
- Nominated in 1999 for HUD's Best Practice Award in Education and Self Sufficiency Initiatives. Earned "Simply the Best" Award from Housing and Urban Development in 2000 for the implementation of a Remedial Reading Program at one of our After School Care Programs..

#### **Education**

Ms. López received holds both Bachelor of Arts in Psychology and Bachelor of Science in Chemistry from the University of Miami, Miami Florida.

#### **PROFESSIONAL CERTIFICATIONS**

- **April 2017 Florida Atlantic University – Project Management Institute** - Executive Certification in Project Management.
- **June 2107 – Florida Atlantic University Project Management Institute** - Lean Six Sigma Green Belt
- **September 2014 NAHRO's Professional Development Program)** – HCV Occupancy, Eligibility, Income and Rent Calculation
- **September 2014 –Mediation Training Group, Inc.** Florida Supreme Court Certified 20 – hour County Court Mediation Training Program
- **2011 to 2013 Rutgers State University of New Jersey** Executive Director Education Program

**Proposed Project Plan and Timeline**

The following table represents the project plan that BRONNER will use to track the performance of the tasks to develop and facilitate the strategic plan update. The plan was developed with the intent of the plan being accepted by the City of Hollywood leadership. Resource hours represent total hours worked across all project team members. Project hours are considered fungible between tasks.

Hollywood, FL Strategic Plan								Estimated Timeframe											
Task #	Task	Engagement Directors	Project Manager	Senior Consultant	Consultants	SME	Hours Estimated	April		May		June		July		August		September	
								Weeks 1-2	Weeks 3-4	Weeks 5-6	Weeks 7-8	Weeks 9-10	Weeks 11-12	Weeks 13-14	Weeks 15-16	Weeks 17-18	Weeks 19-20	Weeks 21-22	Weeks 23-24
<b>0</b>	<b>Project Planning and Initiation</b>	<b>17</b>	<b>29</b>	<b>17</b>	<b>6</b>	<b>9</b>	<b>78</b>												
0.A	Develop Kick-Off Materials	0	2	0	6	0	8												
0.B	Conduct on-site kick-off with Hollywood, FL Strategic Plan project team. Request background documents. Finalize work plan, schedule and establish communication protocols. Conduct One-on-One Interviews	8	8	8	0	0	24												
0.C	City Commission/CRA Board Team Building Sessions	6	6	6	6	6	24												
0.D	Town Hall Meeting	3	3	3	3	3	12												
0.E	Provide ongoing status reports and briefing calls with Hollywood, FL Project Manager. Clear all Facebook updates and posts with Hollywood, FL Strategic Plan project team	0	10	0	0	0	10												
<b>1</b>	<b>Research</b>	<b>1</b>	<b>63</b>	<b>44</b>	<b>68</b>	<b>37</b>	<b>213</b>												
1.A	Obtain and review documents related to Hollywood, FL's organizational structure, service delivery systems, performance metrics, use of technology, and goals and strategies	0	4	4	4	4	16												
1.B	Refine and Finalize Engagement Plan and Prepare Stakeholder Engagement Tools with project team	0	6	4	4	2	12												
1.C	Conduct on-site interviews and focus groups. These interviews will be focused mostly on internal stakeholders. Senior City/CRA Staff Team Building Session.	0	16	16	16	0	32												
1.D	Attendance at Community Event(s)	0	8	0	0	8	16												
1.E	Develop on-line and in person survey tools for internal and external stakeholders. Review surveys with Hollywood, FL Project Manager, incorporate feedback	0	8	8	12	4	32												
1.F	Administer on-line and in person survey	0	2	0	8	4	14												
1.G	Identify peer municipalities to determine standard and best practices and perform gap analysis.	0	1	0	0	1	2												
1.H	Conduct peer agency benchmarking review	0	2	0	16	2	20												
1.I	Develop Current State Assessment	1	6	4	16	6	33												
1.J	Discuss with Hollywood, FL project management team	2	2	2	2	2	6												
1.K	Compile and summarize Current and Future State Data	0	6	4	12	2	24												
1.L	Adjust and finalize Strategic Planning process with Hollywood, FL leadership based on research and stakeholder input.	0	2	2	0	2	6												
<b>2</b>	<b>Strategy</b>	<b>10</b>	<b>40</b>	<b>52</b>	<b>14</b>	<b>16</b>	<b>132</b>												
2.A	Prepare framework issues and materials for Vision Setting Retreat with Hollywood, FL Leadership.	2	4	4	12	2	24												
2.B	Conduct Vision Setting Retreat to review current state assessment and revise/develop Hollywood, FL's mission, vision, values, goals, and objectives.	8	8	8	0	0	24												
2.C	Draft memo summarizing discussion and outcomes from Vision Setting Retreat	0	4	8	2	2	14												
2.D	Prepare materials for Hollywood, FL work groups/listening sessions/Town Hall for input on vision, mission, goals and values in coordination with Hollywood, FL	0	4	4	2	2	12												
2.E	Facilitate town hall meeting and discuss mission, vision, values, goals, and objectives from the Visioning Session with Hollywood, FL stakeholders	0	16	16	8	8	40												
2.F	Develop report on findings from Retreat and Town hall meeting.	0	4	12	2	2	18												
<b>3</b>	<b>Transformation</b>	<b>2</b>	<b>32</b>	<b>36</b>	<b>32</b>	<b>18</b>	<b>120</b>												
3.A	Identify recommendations and associated costs for changes in practices, policies, services, and programs, as well as organizational and staffing changes	0	4	6	6	6	22												
3.B	Review recommendations with Hollywood, FL Project Manager and incorporate feedback into final set of recommendations	0	2	4	0	0	6												
3.C	Prepare materials for facilitated Action Planning Retreat	0	2	4	2	0	8												
3.D	Conduct Action Planning Retreat(s) with Hollywood, FL leadership to develop detailed action plans containing tasks, timelines, priorities, and metrics needed to effectively implement strategic goals and recommendations	0	8	8	8	0	24												
3.E	Attendance at Community Event	0	8	0	0	8	16												
3.F	Review updated action plans with Hollywood, FL leadership and update based on their feedback	0	4	4	0	0	8												
3.G	Develop draft strategic plan content based on discussion and outcomes from facilitated retreats	2	2	8	16	4	32												
3.H	Review draft strategic plan with Hollywood, FL Project Manager	0	2	2	0	0	4												
<b>4</b>	<b>Accountability</b>	<b>8</b>	<b>26</b>	<b>24</b>	<b>4</b>	<b>0</b>	<b>62</b>												
4.A	Develop customized Goal Tracker to assist in monitoring progress toward implementing the Strategic Plan	0	12	12	0	0	24												
4.B	Review Goal Tracker with Hollywood, FL project team	0	4	8	0	0	12												
4.C	Finalize the Strategic Plan and Goal Tracker/Work Plan and prepare presentation to Hollywood, FL leadership	0	2	4	4	0	10												
4.D	Present final Strategic Plan and Goal Tracker/Work Plan to Hollywood, FL Leadership, then to stakeholders in Town Hall	8	8	0	0	0	16												
<b>Total Hours</b>							<b>605</b>												

**Price Proposal**

BRONNER is pleased to submit its project budget for the City of Hollywood Strategic planning engagement on the requested budget template on the following pages. The total project budget for this engagement, inclusive of travel, is \$124,325.

Hours are fungible across tasks and activities. BRONNER will submit invoices to the City of Hollywood that summarize hours worked and tasks performed on a monthly basis, with payment due within 30 days of invoice submission. Travel expenses represent a not-to-exceed amount for all travel incurred to deliver the scope of services. Travel expenses are fungible as project hours under the same not-to-exceed total.

Phase #	Phase	Total Hours	Resource Costs
0	Project Planning and Initiation	78	\$16,200
1	Research	213	\$37,425
2	Strategy	132	\$24,600
3	Transformation	120	\$21,300
4	Accountability	62	\$12,050
<b>Total</b>		<b>605</b>	<b>\$111,575</b>
<b>Travel Costs</b>			<b>\$12,750</b>
<b>Total Project Cost</b>			<b>\$124,325</b>

January 13, 2019

City of Hollywood, Florida  
Solicitation # RFQ-4603-19-AP

**ACKNOWLEDGMENT AND SIGNATURE PAGE**

This form must be completed and submitted by the date and the time of bid opening.

Legal Company Name (include d/b/a if applicable): Bronner Group, LLC Federal Tax Identification Number: 52-2224305

If Corporation - Date Incorporated/Organized: \_\_\_\_\_

State Incorporated/Organized: \_\_\_\_\_

Company Operating Address: 120 N. LaSalle Street Suite 1300

City Chicago State IL Zip Code 60602

Remittance Address (if different from ordering address): same.

City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Company Contact Person: Marilyn Katzin Email Address: mkatzin@bronnertgroup.com

Phone Number (include area code): 312-759-5101 Fax Number (include area code): 312-759-5110

Company's Internet Web Address: www.bronnertgroup.com

IT IS HEREBY CERTIFIED AND AFFIRMED THAT THE BIDDER/PROPOSER CERTIFIES ACCEPTANCE OF THE TERMS, CONDITIONS, SPECIFICATIONS, ATTACHMENTS AND ANY ADDENDA. THE BIDDER/PROPOSER SHALL ACCEPT ANY AWARDS MADE AS A RESULT OF THIS SOLICITATION. BIDDER/PROPOSER FURTHER AGREES THAT PRICES QUOTED WILL REMAIN FIXED FOR THE PERIOD OF TIME STATED IN THE SOLICITATION.

  
Bidder/Proposer's Authorized Representative's Signature: \_\_\_\_\_ Date: 1/30/19

Type or Print Name: Marilyn Katzin

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF BIDDER/PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE BID/PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY BID/PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE BIDDER/PROPOSER TO THE TERMS OF ITS OFFER.

ANY EXCEPTION, CHANGES OR ALTERATIONS TO THE GENERAL TERMS AND CONDITIONS, HOLDHARMLESS/INDEMNITY DOCUMENT OR OTHER REQUIRED FORMS MAY RESULT IN THE BID/PROPOSAL BE DEEMED NON-RESPONSIVE AND DISQUALIFIED FROM THE AWARD PROCESS.



January 13, 2019

City of Hollywood, Florida  
Solicitation # RFQ-4603-19-AP

**HOLD HARMLESS AND INDEMNITY CLAUSE**

Bronner Group, LLC/Marilyn Katzin, Director, Business Operations

**(Company Name and Authorized Representative's Name)**

, the contractor, shall indemnify, defend and hold harmless the City of Hollywood, its elected and appointed officials, employees and agents for any and all suits, actions, legal or administrative proceedings, claims, damage, liabilities, interest, attorney's fees, costs of any kind whether arising prior to the start of activities or following the completion or acceptance and in any manner directly or indirectly caused, occasioned or contributed to in whole or in part by reason of any act, error or omission, fault or negligence whether active or passive by the contractor, or anyone acting under its direction, control, or on its behalf in connection with or incident to its performance of the contract.

  
SIGNATURE

Marilyn Katzin  
PRINTED NAME

Bronner Group, LLC  
COMPANY OF NAME

1/30/19  
DATE

**Failure to sign or changes to this page shall render your bid non-responsive.**

January 13, 2019

City of Hollywood, Florida  
Solicitation # RFQ-4603-19-AP

**NONCOLLUSION AFFIDAVIT**

STATE OF: Illinois

COUNTY OF: Cook, being first duly sworn, deposes and says that:

- (1) He/she is President & CEO of Bronner Group, LLC, the Bidder that has submitted the attached Bid.
- (2) He/she has been fully informed regarding the preparation and contents of the attached Bid and of all pertinent circumstances regarding such Bid;
- (3) Such Bid is genuine and is not a collusion or sham Bid;
- (4) Neither the said Bidder nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Bidder, firm or person to submit a collusive or sham Bid in connection with the contractor for which the attached Bid has been submitted or to refrain from bidding in connection with such contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder, firm or person to fix the price or prices, profit or cost element of the Bid price or the Bid price of any other Bidder, or to secure an advantage against the City of Hollywood or any person interested in the proposed Contract; and
- (5) The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(SIGNED)  President & CEO  
Title

**Failure to sign or changes to this page shall render your bid non-responsive.**

January 13, 2019

City of Hollywood, Florida  
Solicitation # RFQ-4603-19-AP

**SWORN STATEMENT PURSUANT TO SECTION 287.133 (3) (a) FLORIDA  
STATUTES ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER  
OFFICIAL AUTHORIZED TO ADMINISTER OATHS

1. This form statement is submitted to City of Hollywood, Florida  
by Gila J. Bronner, President & CEO for Bronner Group, LLC  
(Print individual's name and title) (Print name of entity submitting sworn statement)  
whose business address is 120 N. LaSalle St., Ste.1300, Chicago, IL 60602  
and if applicable its Federal Employer Identification Number (FEIN) is 52-2224305 If the entity has no FEIN,  
include the Social Security Number of the individual signing this sworn statement.

2. I understand that "public entity crime," as defined in paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any bid, proposal, reply, or contract for goods or services, any lease for real property, or any contract for the construction or repair of a public building or public work, involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misinterpretation.

3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in an federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that "Affiliate," as defined in paragraph 287.133(1)(a), Florida Statutes, means:  
1. A predecessor or successor of a person convicted of a public entity crime, or  
2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5 I understand that "person," as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or any entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies.)

Neither the entity submitting sworn statement, nor any of its officers, director, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime, but the Final Order entered by

January 13, 2019

City of Hollywood, Florida  
Solicitation # RFQ-4603-19-AP

the Hearing Officer in a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings, determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (attach a copy of the Final Order).

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THAT PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017 FLORIDA STATUTES FOR A CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

*Gila J. Bronner*  
(Signature)

Sworn to and subscribed before me this 30th day of January, 20 19.

Personally known Gila J. Bronner

Or produced identification \_\_\_\_\_ Notary Public-State of Illinois

(Type of identification) \_\_\_\_\_ my commission expires Dec 21, 2020



*Diane von Dornburg*  
(Printed, typed or stamped commissioned name of notary public)

**Failure to sign or changes to this page shall render your bid non-responsive.**

January 13, 2019

City of Hollywood, Florida  
Solicitation # RFQ-4603-19-AP

**CERTIFICATIONS REGARDING DEBARMENT, SUSPENSION AND OTHER  
RESPONSIBILITY MATTERS**

The applicant certifies that it and its principals:

- (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, sentenced to a denial of Federal benefits by a State or Federal court, or voluntarily excluded from covered transactions by any Federal department or agency;
- (b) Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction, violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
- (d) Have not within a three-year period preceding this application had one or more public transactions (Federal, State, or local) terminated for cause or default.

Applicant Name and Address:

Bronner Group, LLC

120 N. LaSalle St., Ste.1300

Chicago, IL 60602

Application Number and/or Project Name:

Consulting Services for Strategic Planning

Applicant IRS/Vendor Number: 52-2224305

Type/Print Name and Title of Authorized Representative:

Marilyn Katzin, Director, Business Operations

Signature:



Date: 1/30/19

**Failure to sign or changes to this page shall render your bid non-responsive.**

January 13, 2019

City of Hollywood, Florida  
Solicitation # RFQ-4603-19-AP

**DRUG-FREE WORKPLACE PROGRAM**

IDENTICAL TIE BIDS - Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employee that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program (if such is available in the employee's community) by, any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of these requirements.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

  
VENDOR'S SIGNATURE

Marilyn Katzin  
PRINTED NAME

Bronner Group, LLC  
NAME OF COMPANY

January 13, 2019

City of Hollywood, Florida  
Solicitation # RFQ-4603-19-AP

**SOLICITATION, GIVING, AND ACCEPTANCE OF GIFTS POLICY**

Florida Statute 112.313 prohibits the solicitation or acceptance of Gifts. - "No Public officer, employee of an agency, local government attorney, or candidate for nomination or election shall solicit or accept anything of value to the recipient, including a gift, loan, reward, promise of future employment, favor, or service, based upon any understanding that the vote, official action, or judgment of the public officer, employee, local government attorney, or candidate would be influenced thereby." The term "public officer" includes "any person elected or appointed to hold office in any agency, including any person serving on an advisory body."

The City of Hollywood policy prohibits all public officers, elected or appointed, all employees, and their families from accepting any gifts of any value, either directly or indirectly, from any contractor, vendor, consultant, or business with whom the City does business.

The State of Florida definition of "gifts" includes the following:

- Real property or its use,
- Tangible or intangible personal property, or its use,
- A preferential rate or terms on a debt, loan, goods, or services,
- Forgiveness of indebtedness,
- Transportation, lodging, or parking,
- Food or beverage,
- Membership dues,
- Entrance fees, admission fees, or tickets to events, performances, or facilities,
- Plants, flowers or floral arrangements
- Services provided by persons pursuant to a professional license or certificate.
- Other personal services for which a fee is normally charged by the person providing the services.
- Any other similar service or thing having an attributable value not already provided for in this section.

Any contractor, vendor, consultant, or business found to have given a gift to a public officer or employee, or his/her family, will be subject to dismissal or revocation of contract.

As the person authorized to sign the statement, I certify that this firm will comply fully with this policy.

  
SIGNATURE

Marilyn Katzin  
PRINTED NAME

Bronner Group, LLC  
NAME OF COMPANY

Direct, Business Operations  
TITLE

**Failure to sign this page shall render your bid non-responsive.**

January 13, 2019

City of Hollywood, Florida  
Solicitation # RFQ-4603-19-AP

### REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Bronner Group, LLC

Firm giving Reference: Dr. Anthony E. Woods, President/CEO of Palatka Housing Authority; Former President / CEO of the Daytona Beach Housing Authority. Bronner completed work during my tenure at the Daytona Beach Housing Authority.

Address: 211 N. Ridgewood Ave, Suite 300 Daytona Beach, FL 32114

Phone: (386) 589-2286 - Palatka Housing Authority – current phone number at Palatka Housing Authority

Fax: (386) 329-0145 – current fax number at Palatka Housing Authority

Email: aewoods@palatkaha.org - current email address at Palatka Housing Authority

1. Q: What was the dollar value of the contract?  
A: \$164,810
2. Have there been any change orders, and if so, how many?  
A: No change orders
3. Q: Did they perform on a timely basis as required by the agreement?  
A: Yes
4. Q: Was the project manager easy to get in contact with?  
A: Yes
5. Q: Would you use them again?  
A: Yes
6. Q: Overall, what would you rate their performance? (Scale from 1-5)  
A:  5 Excellent  4 Good  3 Fair  2 Poor  1 Unacceptable
7. Q: Is there anything else we should know, that we have not asked?  
A: Any deviation from schedule of events were related to internal changes realized by Daytona Beach Housing Authority and not the service provider.

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Dr. Anthony E. Woods Title: President/CEO

Signature:  Date: January 23, 2019



Bid City of Hollywood, Florida

RFQ 4603-19-AP City of Hollywood, Florida January 13, 2019 Solicitation # **RFQ-4603-19-AP**

## REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for:

### **Bronner Group, LLC**

Firm giving Reference: City of Los Angeles, Office of Finance

Address: 200 N. Spring Street, #220

Phone: 213-978-1774

Fax: 213-978-1780

Email: Claire.Bartels@lacity.org

1. **Q:** What was the dollar value of the contract?

A: Year one was valued at \$52,802

Year two is valued at \$29,865

2. Have there been any change orders, and if so, how many?

A: n/a

3. **Q:** Did they perform on a timely basis as required by the agreement?

A: Yes, consistently

4. **Q:** Was the project manager easy to get in contact with?

A: Yes, never a problem connecting and always accommodating to our time zone (PST)

5. **Q:** Would you use them again?

A: Absolutely

6. **Q:** Overall, what would you rate their performance? (Scale from 1-5)

A: I would rate them a **5 Excellent**

7. **Q:** Is there anything else we should know, that we have not asked?

A: I found their past experience with similar government agencies to be very helpful in assisting with our Strategic and Customer Service planning efforts and have also found all of the Government Services consultants from Bronner to be professional, extremely knowledgeable, capable and a pleasure to work with.

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Claire Bartels

Title: Director of Finance

Signature: 

Date: 1-28-2019

1/13/2019 10:14 PM p. 38

To whom it may concern:

The third REFERENCE QUESTIONNAIRE has been delayed due to inclement weather. Our client needed to close offices early due to the below freezing temperatures. In addition we have been informed by the delivery services that packages not out for delivery tonight are unlikely to be delivered by Monday, February 4, 2019. If possible we will have the additional REFERENCE QUESTIONNAIRE sent for delivery by Monday, February 4, 2019. Please let us know if you have any questions

Keith Spencer, MPA  
Senior Government Services Consultant  
120 North La Salle Street, Suite 1300  
Chicago, IL 60602  
[kspencer@bronnergroupp.com](mailto:kspencer@bronnergroupp.com)  
Direct 312.265.6887  
Cell 312.316.5565  
Fax 312.759.5110