

**CITY OF HOLLYWOOD
SOLICITATION RFQ 4603-19-AP
CONSULTING SERVICES FOR STRATEGIC PLANNING**



ADG STRATEGY GROUP

**ADG STRATEGY GROUP INC.
SHIRA KASTAN GOLDSTEIN
10776 Charleston Place
Cooper City, FL 33026
(305) 781-7310
shira@adgstrategy.group
February 4, 2019**

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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): ADG Strategy Group Federal Tax Identification Number: 82-5337911
 If Corporation - Date Incorporated/Organized: 3/2017
 State Incorporated/Organized: Florida
 Company Operating Address: 10776 Charleston Place
 City Cooper City State FL Zip Code 33026
 Remittance Address (if different from ordering address): _____
 City _____ State _____ Zip Code _____
 Company Contact Person: Shira Goldstein Email Address: shira@adgstrategy.group
 Phone Number (include area code): 305-781-7310 Fax Number (include area code): 954-272-7574
 Company's Internet Web Address: www.adgstrategy.group

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.

Shira Goldstein 2/6/19
 Bidder/Proposer's Authorized Representative's Signature: _____ Date

Type or Print Name: Shira Kastan Goldstein

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.

LETTER OF TRANSMITTAL

Firm's Understanding of the work to be done and positive commitment to perform

ADG Strategy Group has a great understanding of the work being proposed for the City of Hollywood. We are excited to be considered for such a role that will help the City of Hollywood, its stakeholders and residents propel the city forward.

As for our commitment, we pride ourselves on our high level of accountability, dependability and professionalism. Our teams' collective experiences are unparalleled. We work hard to make the best use of time and resources while also balancing the quality of our work. We are comfortable adapting and remaining flexible to changing business needs, stakeholder needs and political environments. Our collective experiences provide us the comfort to be able to adapt various approaches, methods and goals all in an effort to accomplish our goals.

Given our extensive community outreach and advocacy experience, we are confident that we can promote and solicit support from stakeholders while building enthusiasm with partners and supporters. We are often complimented for displaying incredible passion for our projects and causes while sparking similar passion in others. We strongly believe in paying attention to detail and producing quality work. We take the time to listen to stakeholders and to intimately understand the needs and goals to achieve best results. We communicate effectively and consistently while always seeking creative and innovative solutions.

We are out of the box thinkers with high regard to process. Given our teams' experience in healthcare and other industries, we have high regard for customer satisfaction and excellent service both for internal and external customers. We work hard to earn others' trust and respect through consistent honesty and professionalism in all interactions. We have often been praised for having the unique ability to facilitate groups and bring people together. We are organized and prepare for any and all meetings with objectives, agendas and next steps. We understand the importance for fiscal accountability whether in private or public sectors. We are resourceful and weigh all options and benefits for each initiative and tactics.

Given our extensive government affairs experience, we are politically savvy and are very comfortable with any organizations' political climate. We plan and organize our tasks and milestones to achieve our goals and objectives. Ultimately, we are focused on results and high-level work product every time. We see the big, long range picture and when we foresee opportunities, we seize them to the benefit of our partners.

Give the names of persons who will be authorized to make representations for you & firm

Shira Kastan Goldstein
President & Chief Strategist
ADG Strategy Group
10776 Charleston Place
Cooper City, FL 33026
(305) 781-7310

Adam Goldstein
Vice President
ADG Strategy Group
10776 Charleston Place
Cooper City, FL 33026
(954) 465-1137

Consultant Team Qualifications

Describe me: Shira Kastan Goldstein

Shira Kastan Goldstein has been working in South Florida for more than two decades in various industries including, but not limited to, the healthcare and higher education communities. She is principle of ADG Strategy Group focused on strategy & business development, government affairs and external relations, communications and public affairs, marketing and branding as well as international business. She has developed the strategic plan for the Department of Pediatrics at the University of Miami as well as the Gordon Center for Research in Medical Education at UM Miller School of Medicine.

Prior to ADG Strategy Group, she was Associate Vice President of Strategic Initiatives for the University of Miami Health System, South Florida's only academic based health system. In that role she led the strategic planning efforts for Sylvester Comprehensive Cancer Center, as well as created a unique initiative and subsequently negotiated an \$80 million state appropriation with the Governor and Florida Legislature that will propel Sylvester to become a nationally recognized distinguished center for our community. She developed the community outreach portfolios for Sylvester in Broward, Palm Beach and Miami Dade Counties and was instrumental with the positioning of the 17 UHealth Clinics at Walgreens, where there are 7 locations in Broward County alone (including one in Hollywood). During her ten years at the University of Miami she has had over \$1 billion in positive impact and advocated for more than \$100 million in annual state appropriations.

She was the visionary and architect behind the nationally and internationally recognized Firefighters Cancer Initiative where cancer researchers have been evaluating increased cancer risks within the Fire Service in Florida. The effort is not only saving firefighters' lives but has become a widely recognized public health initiative where day to day activities are changing with the way firefighters are conducting their daily work routines within the fire service.

She has served on numerous boards such as the Board of Directors of the Plantation Chamber of Commerce and Winterfest Boat Parade and has been a trustee level member of chambers such as Hollywood Chamber of Commerce, Fort Lauderdale Chamber of Commerce, Coral Springs Chamber of Commerce and Boca Raton Chamber of Commerce. She is active with the Greater Miami Chamber of Commerce, the Coral Gables Chamber of Commerce and the Florida Chamber of Commerce. She serves on the Ft Lauderdale's Perspectives on Healthcare annual program and event and gives of her time to numerous other organizations in our community including Gilda's Club.

She has an Executive MBA from the University of Miami and a MPA from Florida International University. She graduated from Hollywood Hills High School and her brother, Yossi Kastan, served as the Head of School at Brauser Maimonides Academy in Hollywood for 5+ years until 2018. She is a resident of Cooper City with her husband and three girls.

Describe firm

ADG STRATEGY GROUP

Clients seek us out to tell their stories, shape their policy environments, communicate, formulate business strategy & planning, market and transform their identities.

Under the leadership of founder and president **Shira Kastan Goldstein**, **ADG STRATEGY GROUP** offer an integrated and complementary suite of services to plan, build and execute all manner of business strategies, government affairs, communications tactics, campaigns and programs.

ADG STRATEGY GROUP has eight core capabilities: Government Affairs, Strategy & Business Development, Community Strategies, International Business, Marketing & Branding, Communications and Public Relations, Fundraising and Development.

Collaboration and Connections are key for success: ADG STRATEGY GROUP's team has worked the busy news desks, behind the podium with local, state and federal elected officials, and hand-in-hand with the country's top academic medical centers, universities and renown non-profits. That means ADG STRATEGY GROUP has an extensive list of contacts with a multitude of media outlets, thought leaders, and policy makers and offers expertise in research and data analytics, strategy development, public relations, communications, writing, marketing, as well as philanthropy.

ADG STRATEGY GROUP is an experienced strategic partner with the ability to "connect the dots" to find solutions.

Shira Kastan Goldstein's expertise in unique areas such as Media & Public Affairs, Government & Community Relations, Strategic Planning & Business Development make those experiences not only complementary but are unparalleled. It is extremely rare to find a professional, who is customer focused and an innovative thinker with all of the aforementioned layers of expertise. That combined with the experiences of her team members make ADG Strategy Group a firm that stands out among others.

ADG Strategy Groups' tremendous experience and a successful track record in areas such as:

- Strategy and Business Development (strategic planning and implementation, performance measurement systems, strategic initiatives and partnerships, business development both in private and public sectors and much more)
- Government Affairs (Local, State and Federal)
- Community Relations and External Affairs (community outreach, strategy development for outreach, marketing activations to increase engagement, linking community and philanthropy, corporate engagement and much more)
- Communications and Public Affairs (media relations, media pitches, writing, communications plans, crisis communications, public relations)

Background: Strategic planning experience and stakeholder management

Sylvester Comprehensive Cancer Center at the University of Miami

- South Florida's only academic based cancer center and health system
- Led the cancer center's strategic planning division and served as strategist for CEO and Director of the center
- Successfully developed the cancer center's strategic plan for both the research and clinical divisions
- Created executive decision-making working group; Created committees for key pillars of plan including Patient & Family Experience, Culture of Excellence, Clinical Care Model, Sustainable Funds Flow, Research Excellence, Community Relations and Awareness
- Led over 150 interviews of internal and external stakeholders, including physician leaders, external CEOs, department leaders
- Organized and led successful workshops in key areas such as patient experience and competitive landscape
- Organized workshops in all five satellite locations (4 in Broward County)
- Led a Board of Governors' (board which oversees Sylvester) retreat and subsequently gained endorsement for the plan
- Led workshop for University of Miami and University of Miami Health System leadership to share plan and subsequently gained endorsement
- Established execution and implementation phase
 - Created committees for each pillar, identified milestones & measures, identified owners; Monitored progress made on key strategic initiatives and goals
 - Designed and disseminated regular updates and reports

University of Miami Health System, International Medicine

- Developed International Medicine Strategic Plan & Business Strategies
- Assisted with development of international advisory council at UHealth to include key faculty with international reach for strategic countries and key service lines
- Assisted with development of organizational chart, key job descriptions and roles, including business strategies for growth
- Linked strategies with physician reach, country of birth and background, as well as affiliation with Jackson Health System and the University of Miami main campus reach, including development and philanthropy
- Developed international payor strategy; Developed hemispheric strategy linked to UM President's hemispheric goals; Developed multinational corporate, physician relations, marketing & communications & external affairs/outreach strategies
- Key themes included: International Medicine Institute/UHealth International, International Contracting Approach, Hemispheric Strategy for Education (to increase global reach and medical students/residents), Research (increase collaborations and affiliations) and Clinical Care Model (to increase global patient volumes), patient access and experience strategy, education and training strategy

Department of Pediatrics at the University of Miami Health System (UHealth)

- Led strategic planning effort, "Mission Forward," for Department of Pediatrics at South Florida's only academic based health system
- Developed key focus areas/pillars: Clinical Care Model & Strategic Initiatives, Patient & Family Experience, Research, Education & Training (largest training centers in Florida, and among the largest in the United States)
- Organized and facilitated faculty (physician leaders) and staff retreat; focus groups/working groups for each pillar of the strategic plan; department-wide survey, disseminated and reported data and feedback; Conducted dozens of one-on-one interviews with key leaders (physicians, researchers and administrators)
- Shared regular updates with various stakeholders
- Managed efforts and stakeholders within complex academic health system, with an affiliation with the largest public hospital in Florida (stakeholders included Department of Pediatrics, University of Miami Health System, Jackson Health System)

The Gordon Center for Research in Medical Education at the University of Miami Miller School of Medicine (Michael Gordon Inc.)

- Led strategic planning effort for The Gordon Center for Research in Medical Education at the University of Miami Leonard A. Miller School of Medicine
- The Gordon Center is a designated Center of Excellence of the University of Miami Miller School of Medicine. It was established more than 45 years ago for the application of advanced technology to medical education for medical students, physicians, physician assistants, nurses, paramedic/firefighters and instructors
- Developed key focus areas/pillars: Faculty/Staff & Culture Development, Marketing, Outreach and Communications, Center Divisions, Technology & Innovation, Curriculum Development & Dissemination, Research Excellence, Financial Sustainability
- Conducted numerous one-on-one interviews with center's leadership and staff
- Actively working with center director on implementation of the plan

Provide list of similar engagements. Brief description of project/project budget/duration

Sylvester Comprehensive Cancer Center at the University of Miami

Developed strategic plan for both clinical and research divisions; developed vision; developed key pillars; identified challenges, best practices & trends; ensured connection to National Cancer Institute planning efforts; simple & digestible structure; compelling and motivational vision and strategies; involvement of variety of stakeholders within and outside of Sylvester; prioritized, build on and invest in future success; overcome reluctance to consider change in business model; prepared plan for execution and implementation

\$1.4 million; approximately 9 months; Richard Ballard, CEO, rdrhm9@aol.com, 786-266-5562
(SEE PROFESSIONAL REFERENCE ATTACHED)

The Gordon Center for Research in Medical Education at the University of Miami Miller School of Medicine (Michael Gordon Inc.)

Developed strategic plan for Gordon Center; Partnered with Gordon Center Director to develop strategies designed to propel Gordon Center efforts and projects forward in key areas; work with Director to set priorities and to outline overall process for collaboration and services

\$148,000; 2 months, but ADG Strategy Group has been asked to extend its contract for implementation/execution phase. Dr. Barry Issenberg, issenbergb@gmail.com, 305-243-6491 (SEE PROFESSIONAL REFERENCE ATTACHED)

Nova Southeastern University, MD Program

Educated and informed media and influencers, including community and governmental leaders, community partners and stakeholders about NSU MD and its respective Dean and other key leaders; Generated awareness about NSU MD and contributions to community; Positioned Dean and key stakeholders as thought leaders; Enhanced the profile of the university
\$20,000; 4 months; Jeremy Katzman, j.katzman@nova.edu, 954-262-5408 (SEE PROFESSIONAL REFERENCE ATTACHED)

Department of Pediatrics at the University of Miami Health System (UHealth)

Developed strategic plan, "Mission Forward," for Department of Pediatrics at South Florida's only academic based health system; engaged variety of stakeholders including physicians, researchers, staff, administrators; facilitated leadership retreat; developed survey tools and capture data; hosted focus groups/working groups

\$15,000; 4 months; Dr. Judy Schaechter, jschaech@med.miami.edu, 305-243-3993

University of Miami Health System, International Medicine

Developed International Medicine Strategic Plan & Business Strategies; Developed hemispheric strategy linked to UM President's hemispheric goals; Developed multinational corporate strategy, physician relations strategy, marketing and communications strategy, external affairs/outreach strategy and education and training strategy; only external affairs professional with U.S. Embassies, Consulate General Offices and other international partners

In-house AVP; 1 year; Stephanie Pavolini, s.pavolini@miami.edu, 305-243-4510

Miami Dade County: Oversaw the award-winning efforts in Miami-Dade County strategic plan and subsequent update 5 years later.

City of Miami Strategic Planning Advisory/Steering Committee, including ore than 50 local governments throughout Florida as the Chair of the Florida Benchmarking Consortium,

Strategic Planning Committee Chair for Heron Bay: Led strategic planning for Heron Bay (population approx 10,000). First ever strategic plan. Effort included development and execution of a community survey, meetings with stakeholders including Board and Committee members, and piloting of community-wide forum. 8 months (vision, mission, goals, objectives & performance indicators). Neil Vogel, Chair of the Heron Bay Community Association (email: neilvogelhbca@gmail.com, 516-220-3771

Neither ADG Strategy Group nor its principle Shira Kastan Goldstein have ever been involved in any litigation.

Summary of Proposer's Qualifications

Shira Kastan Goldstein is proud to have envisioned and created various partnerships and compelling initiatives over the years which have become national models, have been recognized internationally and nationally, received awards of recognition and have received extensive media coverage.

Ray Scher spent the majority of his career with Miami-Dade County government rising to the leadership of the Office of Management and Budget where he oversaw the management planning and performance analysis team. Ray's efforts spearheaded the County's strategic plan, general management system modernizations, performance analysis capabilities, and process improvement successes. The County became nationally and internationally recognized for its performance, winning multiple awards over the past decade including the National Center for Public Innovation, and NACo.

Below are some highlights of some strategy and outreach experience:

Strategy & Outreach Experience & Accomplishments

Miami Dade County Parks & Recreation Dept "Fit to Play Program" & University of Miami Partnership

- Created partnership between the University of Miami (UM) Miller School of Medicine and Miami Dade County Parks Department and initiated "fit to play" program to promote healthy lifestyles for children at summer camp sites in coordination with UM Miller School of Medicine, Medical School Residents
- Program expanded to after-school programs year round
- Dr. Sarah Messiah, Department of Pediatrics: developed into thought leaders and recognized champion of research and programs relating to childhood obesity and nutrition
- Achieved Media Coverage, both TV and Print, including Front Page of Miami Herald Neighbors Section
- **Florida Blue Foundation 2017 Sapphire Award** & other national awards
- Program expanded to 19 counties in Florida

Firefighter Cancer Initiative (Firefighters and Cancer Risk), Sylvester Comprehensive Cancer Center

- Visionary and concept creator of Firefighter Cancer Initiative
- Developed campaign for State of Florida appropriation (over \$6 million to date)
- Began in South Florida, expanded Statewide as well as nationally
- Created public relations campaign and branding opportunities
- Produced public service announcement videos in Miami Dade, Broward County and Palm Beach County
- Initiative has been recognized at national and international conferences, including IAFF
- 5 research journal publications and abstracts, over two dozen abstracts and posters at national and international conferences or meetings
- Extensive media across the State of Florida and beyond

Dolphins Cancer Challenge (DCC) (now Dolphins Cycling Challenge), University of Miami

- Led internal effort throughout the University of Miami campus, University of Miami Health System and Miller School of Medicine campuses to promote DCC to all University of Miami faculty, staff and students to increase ridership
- Increased UM participation more than 200% in first two years alone
- Identified unique "rider" stories and achieved extensive media
- Awarded Suncoast Television Emmy Award for the DCC produced videos and compelling stories
- Led Sylvester Survivors' Celebration in conjunction with DCC
- Led marketing and outreach efforts to brand UM & Sylvester to all riders and participants with consistent message and "call to action"
- Marketing elements included social media, flags, branded water stops throughout tri-county ride path, arm sleeves, yard signs, banner plane, banner truck
- Marketing activations and "Research Tent" during DCC finish line celebration showcasing cancer research and patient stories
- Successfully advocated and negotiated with CBS 4 to host primetime television special showcasing the DCC

Sylvester Comprehensive Cancer Center

- Developed and created community outreach portfolio for Sylvester
- Developed strategic direction of all community outreach initiatives and lead and managed portfolio for South Florida region
- Assessed all past and present affiliations and renegotiated all existing contracts and agreements (e.g. American Cancer Society (Miami, Broward and Palm Beach Counties Making Strides against Breast Cancer, Susan G. Komen)
- Developed new affiliations with various business and community organizations such as Winterfest Boat Parade and Hockey Fights Cancer (Florida Panthers)
- Developed new corporate partners in an effort to educate the community about Sylvester (e.g. Community Foundation of Broward)
- Responsible for leading events and community relations teams, as well as the development and execution of cancer center community relations strategy of strategic plan to increase brand awareness
- Created and newly formed events management team/department to handle hospital events, community events, sponsored events and national research conferences and events such as ASCO and ASH for purposes of cancer center's national brand reputation
- Oversaw team who managed more than 130 events annually
- Developed more than 100,000 marketing impressions
- Increased patient volumes 12-20% in under a year

Miami Dade County: Coordinated Victims Assistance Center (CVAC)

- Developed concept for Commissioner Joe Martinez; achieved Board of County Commissioner approval; launched effort to organize a working group to review and study the vast array of Victim Services throughout Miami Dade County
- Engaged various stakeholders including County Manager's Office, Human Services Department, State Attorney's Office, Law Enforcement Community, and over 60 not for profit organizations who provide various services
- Developed plan and vision which was introduced to the Board of County Commissioner and was subsequently adopted to create the County's first one-stop center of services for victims of domestic violence and sexual assault; only one of two in the State of Florida
- Led effort with GSA to identify real estate for what is now known as the Coordinated Victims Assessment Center (CVAC)

Summary of yourself and firm's experience in strategic planning and implementation

Sylvester Comprehensive Cancer Center at the University of Miami: Successfully developed the cancer center's strategic plan for both the research and clinical divisions.

The Gordon Center for Research in Medical Education at the University of Miami Miller School of Medicine (Michael Gordon Inc.): Develop strategic plan for Gordon Center

University of Miami Health System, International Medicine: Developed International Medicine Strategic Plan & Business Strategies.

Department of Pediatrics at the University of Miami Health System (UHealth): Develop strategic plan, "Mission Forward.

Nova Southeastern University, MD Program: Developed thought leadership campaign and position Dean and key stakeholders in community. Educate and inform media and influencers, including community and governmental leaders, community partners and stakeholders about NSU MD and its respective Dean and other key leaders.

International Association of Firefighters, Local 1403 (Metro Dade Firefighters): Serves as strategist for public relations and communications, strategic initiatives and partnerships, development of messaging and execution plans.

Miami Dade County: Spearheaded the County's award-winning strategic plan, general management system modernizations, performance analysis capabilities, and process improvement successes and winning multiple awards. Oversaw the Strategic Plan update five years later.

City of Miami Strategic Planning Advisory/Steering Committee: Served as member.

Additionally, worked with more than 50 local governments throughout Florida as the Chair of the Florida Benchmarking Consortium, and has for the past two years been a strategic planning presenter/instructor for the Government Finance Officers Association. Expertise has gained the attention of foreign cities as well: most notably assisted and presented at the City of Buenos Aires, Argentina (sponsored by the United States, State Department), and for the City of Addis Ababa, Ethiopia.

Community of Heron Bay: Served as strategic planning committee chair. Led strategic planning for the community of Heron Bay (population approximately 10,000). This was the community's first ever strategic plan. The effort included development and execution of a community survey, conducting meetings with stakeholders including Board and Committee members, and piloting a community-wide forum. The effort included the vision, mission, goals, objectives, and performance indicators.

List individuals who will manage this project and his/her professional qualifications including resumes

Alongside Shira Kastan Goldstein, the following professionals and experts will manage the project:

Ray Scher, ADG Strategy Group, Strategic Planning, Performance Measurement and Management Expert

Ray spent the majority of his career with Miami-Dade County government rising to the leadership of the Office of Management and Budget where he oversaw the management planning and performance analysis team. Ray's efforts spearheaded the County's strategic plan, general management system modernizations, performance analysis capabilities, and process improvement successes. The County became nationally and internationally recognized for its performance, winning multiple awards over the past decade from Ventana Research, the Performance Institute, the Council for Excellence in Government, the National Center for Public Innovation, and NACo.

He was a member of the City of Miami Strategic Planning Advisory/Steering Committee. Ray has also worked with more than 50 local governments throughout Florida as the Chair of the Florida Benchmarking Consortium and has for the past two years been a strategic planning presenter/instructor for the Government Finance Officers Association. His expertise has gained the attention of foreign cities as well: most notably he has assisted and presented at the City of Buenos Aires, Argentina (sponsored by the United States, State Department), and for the City of Addis Ababa, Ethiopia.

Most recently, Ray was the Strategic Planning Committee Chair for Heron Bay where he led the strategic planning for the community of Heron Bay (population approximately 10,000). This was the community's first ever strategic plan.

His career also included time as a budget analyst, a chief in the solid waste department, and a supervisor in the police department. Early in his career, he spent time as an industrial

engineer. Today, Ray focuses on working with city, county and state governments to leverage his best practice knowledge to drive performance both at the service delivery level and at the internal management systems level. Ray is a certified lean six sigma black belt.

- Project management team member for the development of the Miami-Dade County's first ever Countywide Strategic Plan (**NACo Award**); oversaw the Strategic Plan update five years later
- Oversaw the implementation of the County's automated performance management system and spearheaded the sharing of performance information to the public (**National Center for Public Innovation Trailblazer Award**)
- Developed departmental business plans, performance measures, and benchmarks in conjunction with the County's overall strategic management plan (Served as Chair of the Florida Benchmarking Consortium, and Liaison/Presenter with the International City/County Management Association)
- Recognized as a leader in local government performance management and strategy execution (**2007 Overall Performance Management Leadership Award**; Ventana Research; **2008 Overall Performance Management Award**, the Performance Institute and the Council for Excellence in Government)
- Instructor: Government Finance Officers Association, Strategic Planning Class (Austin, TX, 2016; Charleston, SC, 2017)

Cynthia Gutierrez White, ADG Strategy Group, Communications & Marketing Expert

Cynthia is an effective communications and marketing professional with over 20 years of experience. Cynthia prides herself in aligning herself with organizations that do good. She utilizes her many talents and enthusiasm to successfully craft and execute communications and marketing initiatives across a multitude of platforms to increase public awareness, engagement and visibility. She has held high-level and high-profile positions with John Hopkins Medicine as Senior Director of Strategic Communications and Public Affairs, the American Red Cross (national) as National Senior Officer of Hispanic PR and Communications among other critical roles and served as Senior Public & Media Relations Specialist at Miami Children's Hospital (Nicklaus Children's).

Adam Goldstein, ADG Strategy Group, Business Development, Sales & Marketing Expert

Adam has spent most of his career as a business development and sales executive for nationally and internationally companies such as Mobile Mini and the Blue Book Network, the largest commercial construction network in the United States. He has extensive experience conducting research and building new customer networks, meeting aggressive sales quotas and objectives, developing sales strategies and always surpassing sales goals. In 2017, he was recognized in top 25% nationally for increased sales annually for his business portfolio and was previously reached top ranks among colleagues across the country. His contributions allow us to provide sales and business development expertise to our clients, including innovative marketing tactics and concepts. His customer service skills are unparalleled given his extensive experience with national brands such as Outback Steakhouse and Anthony's Coal Fire Pizza at various locations across the country.

Shira Kastan Goldstein

10776 Charleston Place, Cooper City, Florida 33026 | (305) 781-7310 | shira.kastan@gmail.com

Experience

PRESIDENT & CHIEF STRATEGIST | ADG STRATEGY GROUP | 2017 - PRESENT

- Provides strategic and tactical direction for various organizations for purposes of business development
- Develops and leads strategic planning, government affairs and outreach initiatives for clients
- Works collaboratively with clients' executives in areas of government relations, community relations, business development, marketing, development and strategic planning
- Serves as key strategist in preparing government affairs and community relations priorities and campaigns for policy and or appropriations requests of local, state and federal
- Promotes and advances the image of clients' leadership teams to external stakeholders, industry groups, associations and others; Develops thought leadership campaigns and positions leaders as subject matter experts on key topics across a variety of industries
- Develops and nurtures relationships with key organizations in South Florida, Nationally and Internationally
- Develops key strategies and annual strategic goals and creates strategic initiatives and partnerships
- Works with clients on public affairs and public relations opportunities and strategies
- Develops communication tools and identifies channels for dissemination of key messages for clients
- Attends relevant community/business meetings, participates in relevant councils, roundtables, committees and business organizations such as chambers of commerce
- Represents clients such as Nova Southeastern University (NSU) MD, International Association of Firefighters, Department of Pediatrics at the University of Miami Health System, The Gordon Center for Research in Medical Simulation at the UM Miller School of Medicine, The Research Advisor, The South Florida Hospital and Healthcare Association and others

ASSOCIATE VICE PRESIDENT, STRATEGIC INITIATIVES | UNIVERSITY OF MIAMI HEALTH SYSTEM | 2017 - 2018

- Provides strategic and tactical direction for various departments for purposes of business development and external affairs
- Leads key projects that focus on the development of business opportunities and partnerships consistent with UHealth's vision
- Develops and leads UHealth's senior leadership public relations/image campaign
- Manages and leads government affairs matters in Broward and Palm Beach Counties in an effort to advance UHealth's goals
- Works collaboratively with government relations, community relations, business development, marketing, development, strategic planning, physician relations and internal and external strategic stakeholders
- Serves as key strategist in preparing the International and Domestic strategic plan and business development strategies, government relations initiatives and seeks key strategic partnerships and affiliations
- Promotes and advances the image of UHealth to external stakeholders, business & industry groups, associations and others
- Develops and nurtures relationships with key organizations in South Florida, Nationally and Internationally to further UHealth's mission
- Develops and executes key strategies and annual strategic goals, and monitors progress made on key strategic initiatives, goals and objectives
- Engages with Consulates, Embassies, Trade Offices, and other international stakeholders
- Attends relevant community/business meetings, participates in relevant councils, roundtables, committees and business organizations such as chambers of commerce

**ASSOCIATE VICE PRESIDENT, STRATEGIC OPERATIONS | SYLVESTER COMPREHENSIVE
CANCER CENTER, UNIVERSITY OF MIAMI HEALTH SYSTEM | 2014 - 2017**

- Led the cancer center's strategic planning division and served as strategist for CEO and Director of the cancer center; Successfully developed the cancer center's strategic plan for both research and clinical divisions; and monitored progress made on key strategic initiatives and goals
 - Led over 150 interviews of internal & external stakeholders, including physician leaders
 - Organized and led successful workshops in key areas such as patient experience, and competitive landscape
 - Initiated several projects and initiatives, such as, "same day/next day" appointment pilot program
 - Led a Board of Governors' retreat and subsequently gained board endorsement
 - Led meeting with University and UHealth leadership and successfully gained endorsement
- FY 17:
 - Secured \$19 million of state appropriations; highest level in the history of Sylvester
 - Expanded firefighter's cancer research initiative & secured \$1.5 million of funding (Subsequently initiative has received additional appropriations exceeding \$6 million)
- FY 16:
 - Secured \$16 million (of \$80 million initiative) for NCI related activities
 - Developed policy recommendation and secured \$ 4.9 million for enhanced hospital payments as a specialty cancer center
 - Developed research initiative relating to firefighters and cancer risk, and secured \$965,000 of State funds for said research across the South Florida region
- Developed strategies and led successful effort of a protest regarding Certificate of Need application for a bone marrow transplant program by a S. Florida health system
- Visionary and creator of Firefighter Cancer Initiative
 - Developed campaign for State of Florida appropriation (over \$6 million to date)
 - Began in South Florida but has expanded Statewide as well as nationally
 - Created public relations campaign and branding opportunities
 - Produced public service announcement videos
 - Initiative has been recognized at national and international conferences, including IAFF
 - Researchers of said initiative have achieved 5 research journal publications and abstracts, over two dozen abstracts and posters at national and international conferences or meetings
- Provided strategic input and identified opportunities for areas such as, physician relations, marketing, development and various site disease groups
 - Secured opportunity for physician relations with Broward County Medical Association in an effort to increase patient volumes and referral patterns from community physicians
 - Secured opportunity for marketing department with sponsorship of Winterfest Boat Parade
 - Secured opportunity for development department by securing \$200,000 from Community Foundation of Broward
- Responsible for leading events and community relations teams, as well as the development and execution of cancer center community relations strategy to increase brand awareness
 - Served as lead cancer center liaison for community and advocacy group relationships and advanced the image of the cancer center to external stakeholders, industry groups and associations
 - Created events management department for Sylvester to handle hospital events, community events, sponsored events and national research conferences and events such as ASCO and ASH for purposes of cancer center's national brand reputation
 - Oversaw team who managed more than 130 events annually
 - Developed more than 100,000 marketing impressions
- Led cancer center's international efforts in an effort to grow patient volumes and developed strategic

opportunities and affiliations

- Served as UHealth & Sylvester representative on Visit Florida's Medical Tourism Task Force
- Secured highest level funding of \$1 million of \$5 million state funds (25% of funds available) for purposes of a pilot project to promote the academic cancer centers in Florida
- Developed strategic direction on all community outreach initiatives and lead and managed the community outreach portfolio for the South Florida region
 - Assessed past and present affiliations, and renegotiated all existing contracts and agreements
 - Developed new affiliations with various business & community organizations
 - Developed new corporate partners in an effort to educate the community about Sylvester
 - Developed affiliation with firefighter's cancer organizations which has led to over 150+ new patient referrals/450+ appointments with a financial gain of over \$1 million to revenues
- Developed state & federal legislative priorities, including funding, policy and regulatory recommendations & worked collaboratively with government affairs to advocate for priorities
 - Worked closely and collaboratively with clinical operations, marketing, research, advancement and physician relations leadership for the purpose of alignment in key strategic initiatives
- Developed business analysis and created partnerships with key constituents to grow patient volumes for all areas of the cancer center
 - Developed opportunities to grow patient volumes with unique populations
 - Worked with primary care division to develop strategies and relevant business plans for cancer related opportunities
 - Developed strategies related to Continuing Medical Education (CME) activities
- Analyzed and assessed legislative, administrative and regulatory activities as they pertain to the cancer center's programs, activities and operations
 - Site Neutrality Federal legislation
 - 340B Drug Discount Program
 - Hospital bed increase related legislation; led 2 year regulatory campaign with CMS and subsequently achieved success to increase beds at Sylvester Comprehensive Cancer Center
- Managed over \$2.5 million budget annually, as well as oversees direct reports and staff

ASSISTANT VICE PRESIDENT, GOVERNMENT AFFAIRS & COMMUNITY RELATIONS | UNIVERSITY OF MIAMI | 2008 - 2014

- Developed and executed legislative priorities valued at \$100 million in direct appropriations annually
- Legislative and Policy Accomplishments include, but not limited to:
 - Led monumental campaign in Tallahassee to achieve sovereign immunity protection for UM physicians at Jackson Memorial Hospital (public hospital) (NPV: \$300 million); developed microsite for campaign, as well as campaign strategies
 - Achieved Statutory Teaching Hospital Designation for University of Miami Hospital
 - Executed successful campaign to increase state funding for Sylvester Comprehensive Cancer Center from \$1.2 million to \$16 million annually
 - Worked on hospital regulatory issues such as CON, DSH/LIP funding, physician supplemental funding and scope of practice
 - Successfully passed legislation relating to medical faculty certificates and amended state statutes to increase the number of available certificates at Florida Medical Schools
- Developed and executed plan and secured \$80 million from the State of Florida to accelerate activities to achieve NCI designation for Sylvester Comprehensive Cancer Center; Plan created with the Office of the Governor and subsequent endorsement from the state legislature
- Lead and managed the Clinton Global Initiative University (CGIU) community project
 - Strategically identified community projects for consideration by CGIU
 - Led logistics and details associated with community project initiative
- Increased state funding for Center for Autism and Related Disabilities over 30% over 2 years; developed advocacy materials and lobbying strategy

- Advocated for various programs for funding opportunities, including articulating the University's response to proposed legislation such as CON, Hospital Regulations, Scope of Practice, Athletics and others
- Developed and implemented state legislative strategies parallel to the University's mission
- Served as a representative of the University to all State of Florida government entities, including the Florida Senate, the Florida House of Representatives and the Governor's Office
- Created partnership with Miami Dade County Parks and initiated "fit to play" program to promote healthy lifestyles for children at summer camp sites in coordination with UM Medical School residents
 - Media Coverage, both TV and Print, including Front Page of Miami Herald Neighbors Section
 - Florida Blue Foundation 2017 Sapphire Award & other national awards
 - Program expanded to 19 counties in Florida
- Helped develop and articulate the institution's response to proposed legislation
- Analyzed and assessed legislative, administrative and regulatory activities as they pertain to University programs, activities and operations
- Represented UM during the state legislative committee meetings, the 60-day regular session of the Florida Legislature, and all special sessions, as well as coordinated work with outside consultants
- Represented the University to appropriate organizations or coalitions, and other groups
- Served as policy advisor to the Vice President on government affairs related matters
- Developed campaign and led successful effort to increase ridership for the Dolphins Cancer Challenge: UM participation increase more than 200% over two years

DIRECTOR, PUBLIC POLICY & GOVERNMENT RELATIONS | MIAMI CHILDRENS HOSPITAL, MIAMI-DADE COUNTY | 2006 - 2007

- Successfully developed and managed grassroots campaign for 25-year Master Facilities Plan Zoning
- Oversaw and coordinated all government relations efforts on local, state and federal levels
- Developed and implemented advocacy, public policy and government relations goals that advanced MCH's mission, as well as coordinated pursuit of all public policy goals
- Identified and prioritized legislative issues of interest with County officials, delegations to the State and Federal government and related associations with mutual interests
- Directed the coordination and implementation of strategies to promote the point of view of MCH to federal, and state legislators and regulators, as well as the local Board of County Commissioners
- Supervised and managed the activities of MCH's state and federal lobbyists
- Developed and pursued opportunities to enhance existing MCH programs and developed new partnerships within the community
- Participated on teams, committees, and special projects both internal and external to the organization

DIRECTOR OF POLICY & LEGISLATIVE AFFAIRS | OFFICE OF CHAIRMAN JOE A. MARTINEZ, BOARD OF COUNTY COMMISSIONERS, MIAMI-DADE COUNTY | 2004 - 2006

- Prepared all legislative agendas for the Chairman which included Board of County Commission Meetings, Planning & Zoning, Metropolitan Planning Organization (MPO), Annual Budget Hearings, Board Committee Meetings and other respective meetings
- Acted as the principal legislative liaison between the Chairman and 60+ Miami-Dade County Departments to set the Board of County Commissioner's Agenda for all meetings and all respective departments' business matters

- Briefed Chairman and Chief of Staff on all pertinent legislative matters and prepared briefs and analyses on pertinent/specific items on agendas, meetings and workshops
- Drafted ordinances such as the Sexual Offenders, Generators for Gas Stations and Retail Stores and other controversial issues, such as Marlins Stadium and light rail transportation proposal with CSX
- Participated and advised Chairman regularly of progress of Healthcare Task Force as it pertains to initiatives, programs, Medicaid and other health related matters
- Negotiated Miami-Dade County's slot machine agreement with Pari-Mutual Facilities with the County Attorney, the County Manager and the Budget Director
- Assisted with advocacy efforts to Federal Officials regarding the President's Base Realignment and Closure Initiative as it pertains to Homestead Air Reserve Base
- Conducted and organized a working group to review and study the vast array of Victim Services
 - Developed plan, which was subsequently adopted, which created the County's first one-stop center for services of victims of domestic violence; only one of two in the State of Florida
 - Led effort with GSA Department to identify real estate for that Coordinated Victims Assistance Center (CVAC)
- Identified and prioritized legislative issues of interest with County officials, delegations to the State and Federal government and related associations with mutual interests

LEGISLATIVE & POLICY AIDE | OFFICE OF COMMISSIONER JOE A. MARTINEZ, BOARD OF COUNTY COMMISSIONERS, MIAMI-DADE COUNTY | 2003 - 2004

- Prepared briefs and analyses on pertinent/specific items on agendas, meetings & workshops
- Prepared and drafted resolutions, ordinances & amendments for all legislative related issues
- Conducted research and prepared background on district, state and federal issues
- Drafted proposals of ideas and plans issued by the Chairman and prepared the transformation of those ideas and plans into proposed resolutions and ordinances
- Proactively conducted research to enhance existing ordinances, resolutions and amendments to existing county code
- Attended all commission, committee, zoning, workshops and other related meetings
- Monitored initiatives, programs, communications, reports and legislation issued by Commissioners, the Mayor, the County Manager, and department directors relating to all legislative matters
- Worked on Chairman's initiatives which included the Federal Training Facility at Homestead Air Reserve Base & Tri-Rail Expansion/Transportation Projects in the West Miami Dade area

NEWS ASSIGNMENT EDITOR | WTVJ NBC 6 NEWS/TELEMUNDO | 2002 - 2003

- Emmy Award Winner for Feature News Story identified, produced and edited for air
- Participated in strategic planning of assignments and of daily news stories
- Managed daily assignment, monitored police & fire scanners and dispatched crews accordingly
- Planned daily and special coverage, scheduled/booked guests and interviews
- Covered the War on Iraq, Elections 2002, Columbia Shuttle Tragedy & Post 9/11 Coverage
- Investigated and developed stories as it pertained to major news coverage
- Developed sources and relationships with local, state and federal level of law enforcement/agencies

NEWS ASSIGNMENT PLANNER | WFOR – CBS 4 NEWS/WBFS UPN 33 NEWS | 2000 -2002

- Executed and conceived news coverage plans for WFOR and WBFS Newscasts
- Prepared daily planners, booked guests and experts and coordinated live shots
- Covered historical news stories such as Elections 2000, Elian Gonzalez Saga, Hurricanes and the September 11 Attack on America
 - Coordinated all news crews on 9/11, attack on America
 - First S. Florida news station to appear live from New York and Washington
- Coordinated coverage plans on War on Afghanistan and Middle East Violence
- Identified and researched exclusive news stories from sources and law enforcement agencies
- Produced, coordinated and investigated special projects and series stories

NEWS ASSIGNMENT EDITOR | WFOR – CBS 4 NEWS/WBFS UPN 33 NEWS | 1998 - 2000

- Developed news stories, and dispatched all daily crews, reporters, live trucks and field producers
- Monitored and developed journalistic and editorial elements of news gathering
- Participated in strategic planning for day-to-day news events and breaking news
- Coordinated coverage plans on War on Afghanistan and the Middle East Violence
- Researched and investigated stories, set up interviews and coordinated logistics

Education

MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE MBA) | 2011 | UNIVERSITY OF MIAMI

MASTER OF SCIENCE IN PUBLIC ADMINISTRATION | 2006 | FLORIDA INTERNATIONAL UNIVERSITY

BACHELOR OF SCIENCE IN CRIMINAL JUSTICE| 1999 | FLORIDA INTERNATIONAL UNIVERSITY

Awards & Recognitions

| | |
|---------------------|---|
| 2017-Present | Coral Gables Chamber of Commerce: Member |
| 2017-Present | Greater Miami Chamber of Commerce: Member |
| 2017-2018 | Plantation Chamber of Commerce, Board of Directors |
| 2016-Present | Winterfest Board Parade: Board of Directors |
| 2016 | United Way of Broward County Mayor's Gala: Planning Committee Member |
| 2018-Present | Fort Lauderdale Chamber of Commerce – Member |
| 2016-2018 | Fort Lauderdale Chamber of Commerce – Trustee Member |
| 2016-Present | Fort Lauderdale Chamber of Commerce, Perspectives on Florida's Healthcare Committee, Member |
| 2015-2016 | Leadership Broward Foundation- Class 34, Leadership Class Participant |
| 2015 | Suncoast Television Emmy Awards- Recipient: The Dolphins Cancer Challenge |
| 2014-2017 | Sylvester Cancer Center, Director's Executive Cabinet: Member |
| 2014-2017 | Dolphins Cancer Challenge (Dolphins Cycling Challenge) Board of Directors – Member |
| 2014-2017 | State of Florida Medical Tourism Task Force: Member (1 of only 29 statewide) |
| 2014-2017 | Hollywood Chamber of Commerce-Trustee Member |
| 2014-2017 | Boca Raton Chamber of Commerce-Trustee Member |
| 2014-2017 | Deerfield Beach Chamber of Commerce-Trustee Member |
| 2014-2017 | Plantation Chamber of Commerce- Trustee Member |
| 2014-2017 | Coral Springs Chamber of Commerce- Trustee Member |

2013 Greater Miami Chamber of Commerce- Young Professionals Committee: Most Valuable Graduate Award – Recipient
 2013-2015 Florida Hospital Association- Advocacy Committee- Member
 2012 Coral Gables Chamber of Commerce, Rising Star Award- Finalist
 2012 Miami Dade County, Homeless Assistance Trust: Recognition Award
 2011 University of Miami School of Business Administration: Leadership Award
 2007 Brickell Biscayne Condominium Association – Board of Directors Member
 2006-Present Florida Hospital Association, Member
 2006-2007 National Association of Children’s Hospitals (N.A.C.H.) – State Policy Services Advisory Group Member
 2006-2007 Safety Net Hospital Alliance of Florida, Member
 2006 United Way of Miami-Dade: Certificate of Appreciation – Young Leader Project
 2005-2006 The Oaks at South Miami Condominium Association – Board of Directors Member
 2005 Mothers against Drunk Driving (MADD) – Award of Special Appreciation
 2003-2005 South Florida Media Relations Organization – President
 2003-2004 Mothers against Drunk Driving (MADD) – Executive Board Member
 2003 Police Officers Assistance Trust – Award of Special Appreciation
 2003 NBC 6 News – Recognition Award for Exceptional Work
 2002 Television Emmy Award Recipient - December 2002 – Feature Segment Producer

REFERENCES

Congresswoman Donna Shalala
United States Representative
305-668-2285

Penny Shaffer
Market President, Florida Blue
305-921-7400
penny.shaffer@bcbsfl.com

Rudy Fernandez
Chief of Staff to President Julio Frenk, University of Miami
Senior Vice President, Public Affairs, University of Miami
305-284-5570
rudyfernandez@miami.edu

Jaime Caldwell
President & CEO, South Florida Hospital & Healthcare Association
954-964-1660
jcaldwell@sfhha.com

Ed Moore
President & CEO, Independent Colleges and Universities of Florida (ICUF)
850-681-3188
emoore@icuf.org

Matt Pinzur
Chief Marketing Officer, Executive Office, Jackson Health System
305-585-7136
matthew.pinzur@jhsmiami.org

Mark Trowbridge
President & CEO, Coral Gables Chamber of Commerce
305-446-1657
mtrowbridge@coralgableschamber.org

Mary Lou Tighe
Executive Director, Broward League of Cities
786-395-2251
mltighe@aol.com

RAY A. SCHER

6105 NW 123 Lane
Coral Springs, Florida 33076

Phone: (954) 415-7838

SUMMARY

Over 30 years of public and private sector expertise

MIAMI-DADE COUNTY OFFICE OF MANAGEMENT AND BUDGET

Assistant Director (2003 to 2016)

Responsible for overseeing the Management Planning and Performance Analysis Division, spearheading the development and update of the County's strategic plan, general management systems, program evaluation, and performance analysis and improvement projects (2007 Overall Performance Management Leadership Award; Ventana Research; 2008 Overall Performance Management Award, the Performance Institute and the Council for Excellence in Government)

- Developed in-house Lean Six Sigma training curriculum for multiple belt levels; trained and coached county employees on various Lean Six Sigma tools and techniques
- Led multiple Lean Six Sigma and other improvement projects including the Elections and Voting Process, Inmate Property Review in Corrections Department, Trash Transfer and Disposal Costs (Florida Sterling Team Showcase Award, 2014), Backlog of Maintenance and Repair Work Orders in the Parks Department, Water and Sewer Customer Call Handling, Reduced Response Time for Routine Police Calls, and Heavy Fleet Repairs
- Oversaw the implementation of the County's automated performance management system; spearheaded the sharing of performance information to the public (National Center for Public Innovation Trailblazer Award)
- Coordinated, as part of the project management team, the development of the County's first ever Countywide Strategic Plan (NACo Award); oversaw the Strategic Plan update five years later

Budget Coordinator and Senior Budget Analyst; (1997 to 2003)

Responsible for development, implementation, and monitoring of performance based management systems and budgets (both operating and capital) of multiple large and complex departments including Water and Sewer (over \$350M), Solid Waste Management (over \$200M), Park and Recreation (P&R) (over \$80M), and the Public Health Trust (approximately \$1B); recommending policy, programmatic and budgetary solutions.

- Established approaches and methodologies to evaluate the effectiveness of programs and the achievement of outcomes relative to the program costs; reviewed programs including their workload measures, efficiency measures, program effectiveness measures, program outcome measures, and cost-benefit analysis for conformance with the County Strategic Plan, Departmental Business Plan, and adopted budgetary priorities; specific examples of program evaluations include but are not limited to the County's trash collection, juvenile assessment and recidivism program, elections training and early voting, and the Corrections and Rehabilitation Department court services
- Developed departmental business plans, performance measures, and benchmarks in conjunction with the County's overall strategic management plan
- Assisted in the design of the County's Quarterly Performance Report to monitor effectiveness of departmental programs and service delivery more closely
- Advised Parks marina staff in developing their business plan as part of the County's first managed competition project which pitted the departmental proposal against private corporations' proposals
- Negotiated an agreement with a major private corporation for the development of a joint Capital Improvement Replacement Fund for the Tennis Stadium at Crandon Park

MIAMI-DADE COUNTY DEPARTMENT OF SOLID WASTE MANAGEMENT

Chief, Management & Information Services Division; (1995 to 1997)

Responsible for planning, directing and coordinating diversified departmental activities including the development and monitoring of operating and capital budgets, fiscal planning and monitoring, automation improvements including deployment of hardware and software development, hurricane planning and preparedness, legislative evaluation, grant applications and monitoring, supervised fiscal management, planning, and information systems staff of 17 professionals

- Recommended general budget policy and oversaw the timely preparation of the Department's Operating Budget and Multi-year Capital Plan
- Provided strategic overall direction and management for planning, design, and implementation of information technology projects
- Ensured the timely annual completion of the Department's Hurricane Plan

Performance Auditor; (1993 to 1995)

Responsible for performance reporting; developing analysis and recommendations to improve productivity and cost effectiveness of operations and systems to compete with the private sector; analyzing, measuring and monitoring actual cost and performance data to projected and budgeted data.

- Co-authored the Department's Strategic Management Plan which realigned department resources, cut collections costs by more than \$17 million, and stabilized revenues (County Manager Commendation, 1995)

MIAMI-DADE POLICE DEPARTMENT

Supervisor, Support Section, Planning and Research Bureau; (1989 to 1993)

Responsible for supervising six professionals; directing systems evaluations, analytic and planning studies; managing \$1.8 million budget; evaluating, developing, and administering all office automation functions including local area network of 24 microcomputers, over 20 applications, and bureau MIS.

- Planned and directed the development of an automated information tracking system which aided the locating of more than 2400 missing persons following Hurricane Andrew. (Commendation, County Manager, October 1992)
- Oversaw the development of the MDPD Quarterly Executive Report which summarizes key departmental performance indicators (Commendation May 1992)
- Directed a manpower utilization study, forecasting resource requirements and determining the optimal use of police personnel and deployment.
- Implemented new methods and an automated system to streamline publishing of a 2000 page manual. Within three months the system was operational, saving the Department \$50,000 annually. (Commendation September 1989)

Management Analyst/Planner (1986 to 1989)

Responsible for systems and methods planning, analysis, and research; managing microcomputer and office systems operations; developing and improving automated systems; providing technical expertise on various management analysis and planning projects.

- Directed automation of the Department's Hurricane Operations Plan, designing a system to manage scheduling and staffing of shelters; completed the project three months ahead of schedule.
- Oversaw the development of an automated office supplies and inventory system to assist budget analysis and preparation; automated a tracking system to summarize data for monthly report preparation. (Commendation October 1988)
- Designed new data collection procedures in developing a Management Information System for the Department's Property and Evidence Bureau.

- Provided technical assistance and training in integrating data processing equipment into the Staff Inspections Section. (Commendation June 1988)
- Evaluated programs and processes, researched and analyzed performance data, conducted cost/benefit analysis, and improved the operations in the Crime Laboratory, saving more than \$200,000 annually and strengthening the integrity of evidence.
- Improved service by reducing the time required for reviewing and accepting accident reports by nearly two-thirds as Project Manager of a study analyzing queuing patterns and flow of reports.

OTHER PROFESSIONAL EXPERIENCE

Noll Printing Company; Huntington, IN

Industrial Engineer (1981 to 1985)

- Reported to the Vice President and was responsible for development and implementation of major engineering projects; performing systems and methods analysis; conducting work measurement studies; evaluating and recommending new procedures and equipment. Accomplishments include:
 - Developed and implemented computer enhanced methods for the labeling, bundling, and shipping of bulk mail. Improvements saved more than \$95,000 annually.
 - Designed the renovation of a 40,000-square foot facility. Developed strategy for relocating five departments, completing the project on time, in less than five months.
 - Engineered an innovative work center layout that reduced labor costs by 25% for the envelope manufacturing department.
 - Provided engineering expertise to implement computer integrated manufacturing systems saving the company approximately \$500,000 annually.
 - Audited production reports and revised the cost accounting system to reflect cost performance more accurately within profit centers.

EDUCATION AND CERTIFICATIONS

Lean Six Sigma Black Belt Certification (2013)

Harvard University Kennedy School of Government, Driving Government Performance Executive Education Program (2006)

Purdue University, West Lafayette, Indiana. Bachelor of Science, Industrial Engineering (1981)

SPEAKING AND TRAINING ENGAGEMENTS

- Instructor: Government Finance Officers Association, Strategic Planning Class (Austin, TX, 2016; Charleston, SC, 2017)
- Presenter: Advisory Board, Educating your Workforce to Solve Critical Issues: Miami-Dade County's Six Sigma Journey (Online Seminar, 2015)
- Speaker: Florida Benchmarking Consortium, Crossing the Collection to Use Barrier: A Six Sigma Improvement Story (Winter Park FL, 2015)
- Presenter: AGA/Performance Institute Effort to Evidence: New Alignment to Drive Govt Perf Results (Online Seminar, 2015)
- Speaker: Florida Benchmarking Consortium, Getting More Out of Your Performance Management Effort (Deerfield Beach, FL, 2015)
- Presenter: Florida Sterling Conference, Trash Talkers Team Presentation for the Team Showcase Competition - Best Use of Data Award (Orlando, FL, 2014)
- Speaker: Florida Benchmarking Consortium, Local Government, the New Normal, and Benchmarking (Winter Park, FL, 2014)

- Speaker: City of Miramar Government, Improving Government Performance in Miami-Dade County (Miramar, FL, 2014)
- Keynote Address: Performance Institute & IBM, Analytics for a Smarter City (Miami, FL, 2011)
- Live Streaming Video Training Event: Government Finance Officers Association, Concepts and Tools for Performance Management (Chicago, IL, 2010)
- Speaker: Local Governments of Argentina (Sponsored by the U.S. State Department), Miami-Dade County's Governing for Results Efforts (Buenos Aires, Argentina, 2009)
- Speaker: Palladium, Transforming Data into Information to Deliver Results (Doral, FL, 2009)
- Speaker: Government Finance Officers Association, Making the Transition to Performance Management, (Seattle, WA, 2009)
- Author: Government Finance Review Article, Miami-Dade County's Results-Oriented Framework, (Published August 2008)
- Speaker/Participant: National Center for Civic Innovation, Engaging the Public and Performance Measurement, (New York, NY, 2005-2011)
- Presenter: Government Finance Officers Association, Creating a Performance Culture (Online Seminar, 2008)
- Presenter: International City/County Management Association, Implementing a Balanced Scorecard in Performance Management (Online Seminar, 2008)
- Speaker: Performance Institute, Driving Strategic Performance at Miami-Dade County (Las Vegas, NV, 2008)
- Presenter: ActiveStrategy, Inc., Driving Strategic Performance at Miami-Dade County (Online Seminar, 2007)
- Presenter: Florida Sterling Council, Successfully Executing Strategy to Drive Results (Orlando, FL, 2006)
- Speaker: ActiveStrategy, Inc., Building a Culture of Performance at Miami-Dade County (Philadelphia, PA, 2006)
- Instructor/Presenter: Miami-Dade Police Department with Nova Southeastern University, Delivering Excellence Through Results-Oriented Government (Miami, FL, 2004)
- Presenter: Florida International University, Public Productivity Improvement Class (Miami, FL, 2002)

OTHER TRAINING AND EDUCATION

- Lean Six Sigma Yellow Belt Instructor Certification (2013)
- Lean Six Sigma Green Belt Certification (2012)
- Sterling Examiner Training – Sterling Criteria and Evaluating Applications, Florida Sterling Council (2002)
- ICMA Center for Performance Measurement Training/Workshop, International City/County Management Association (2002)
- City and County Innovations Summit Conference and Balanced Scorecard Workshop, Balanced Scorecard Institute (2001)
- Executive Information Systems Workshop/Conference, EIS Institute (1993)
- Dale Carnegie Leadership Course, Outstanding Performance & Human Relations Awards (1993)
- Budgeting and Administrative Procedures, Metropolitan Police Institute (1992)
- Community-Based Policing Evaluation Research, S.W. Legal Foundation (1991)
- Quality Circle Leader/Facilitator Training, Metro-Dade County Office of Productivity Management (1986)
- Productivity Analyst Training, Metro-Dade County Office of Productivity Management (1986)
- Work Simplification, Mount Sinai Medical Center (1985)
- Certification, Board of Registration for Professional Engineers (1981)

OTHER PERSONAL ACTIVITIES, COMMUNITY

- Committee Chair for Heron Bay Community Association Strategic Planning Committee (2016 – present)
- Chairman of the Board, Florida Benchmarking Consortium (2012 - 2014)
- Enclave at Hawkes Bluff Community Association serving positions including President, Vice President, and Treasurer (2001 – 2015)
- Member of the Knights of Columbus (1976 – present)

Cynthia E. Gutierrez-White

2 Sonachan Court, Towson, MD 21286

Email: cynthia.gutierrez.white@gmail.com

www.linkedin.com/in/cgutierrezwhite

mobile: 954-299-6366

Summary

I am an effective communications and marketing professional with over 20 years of experience. I pride myself in aligning myself with organizations that do good. I use my talents and enthusiasm to successfully craft and execute communications and marketing initiatives across a multitude of platforms to increase public awareness, engagement and visibility. I want to continue being a positive impact in my community-at-large and I'm currently seeking a challenging yet fulfilling position to leverage my bilingual skills and expertise.

Work Experience

May 2011 – Present

FIREBIRD COMMUNICATIONS

*Title: **Founder - Strategic Communications & Public Relations consulting***

Providing strategic communications solutions for clients in the tech, nonprofit, higher education and healthcare fields. Services include: strategic planning, public relations, media relations, crisis communications and writing/editing.

June 2016 – August 2018

JOHNS HOPKINS MEDICINE

901 South Bond Street, Baltimore, MD 21231

*Title: **Senior Director, Strategic Communications and Public Affairs***

Manage the internal and external communications, including PR, media relations and crisis communications, for Johns Hopkins Medicine, the \$8 billion system that unites the Johns Hopkins University School of Medicine with the Johns Hopkins Health System. The Johns Hopkins Health System is comprised of six academic and community hospitals, including Johns Hopkins Hospital in East Baltimore, four suburban health care and surgery centers, nearly 40 primary health care outpatient sites, as well as programs for national and international patient activities. Leading a team of 32, we **Support** JHM; **Inform**, educate and engage faculty and staff across JHM; **Educate** the public about JHM research, discovery and innovation; **Promote** JHM as a leader in patient care, education and training. As Sr. Director, I execute long-term campaign plans to support JHM-wide initiatives and priorities; manage issues that can potentially threaten the institution's brand or reputation; promote the brand in the areas of business of medicine and emergency preparedness; and use earned media to influence the perceptions of JHM while strengthening our reputation.

Feb. 2012 – June 2016

AMERICAN RED CROSS

2025 E Street, N.W., Washington, DC 20006

Title: National Senior Officer, Hispanic PR and Communications

Promote the Red Cross mission and raise the profile of the organization with the fast-growing Latino population through outreach to local and national new and traditional media. Develop comprehensive and creative strategies to drive earned media visibility in the Spanish-language media outlets across the country and territories and serve as a national bilingual spokesperson. Create Spanish-language materials such as press releases and talking points for the 100+ Red Cross PR professionals in regions across the country and Puerto Rico. Oversee the content on CruzRojaAmericana.org, the organization's Spanish national website.

August 2011 – Feb. 2012

Title: Director, Spanish Language Communications for Division 5

Create communications strategies and materials for chapters across Florida, Georgia and Alabama to increase Red Cross visibility and public awareness in the Hispanic market.

May 2008 – August 2011

Title: South Florida Regional Director of Communications & Marketing

Develop and implement communications, media and marketing strategies that successfully deliver the Red Cross humanitarian mission. Craft messages regarding disaster relief, preparation and prevention to the public while maximizing fundraising efforts and public awareness.

April 1999 – April 2008

MIAMI CHILDREN'S HOSPITAL

3100 S.W. 62nd Avenue, Miami, FL 33155

Title: Senior Public & Media Relations Specialist

Hospital spokesperson serving as primary point-of-contact for the media. Support and maintain the positive image of Miami Children's Hospital (MCH). Coordinate press conferences and prepare press releases to increase public awareness and promote hospital programs and events. Develop community events. Other responsibilities include: crisis management and communications, serve as the in-house producer for extensive TV shoots, policy writing, media training for MCH spokespersons, maintain content on mch.com media web page.

July 1996 – April 1999

ARCHDIOCESE OF MIAMI

9401 Biscayne Blvd., Miami Shores, FL 33138

Title: Communications Coordinator

Served as the contact person for the media, wrote press releases, organized press conferences, crisis management, planned and implemented publicity campaigns for Archdiocesan events and issues, handled media inquiries,

provided appropriate responses or designated spokesperson for media, coordinated interviews, and maintained clipping files.

Dec. 1995 – July 1996

COMCAST CABLEVISION ADVERTISING OF SOUTH FLORIDA

Title: Ad Sales Assistant

Assisted in the development of ad sales materials and presentations. Facilitated correspondence, proposals, advertising schedules and co-op documents.

Summer - Fall 1995

MEDIAONE (FORMALLY DYNAMIC CABLEVISION)

Title: News Intern

Assisted news reporters in the field. Wrote scripts in English and Spanish.

Spring Semester 1995

APPALACHIAN STATE UNIVERSITY – COMMUNICATIONS DEPARTMENT

Title: Radio Production Lab Assistantship

Taught radio production to broadcasting majors. Gave lab quizzes, graded tests and assisted the professor.

Summer 1994

TELEMUNDO TELEVISION NETWORK

Title: Public Relations Intern

Wrote press releases and clip reports. Promoted upcoming TV programming and planned press conferences.

Accomplishments

Johns Hopkins Medicine

- I was recruited to work with one of the most reputable healthcare systems in the world

| Description of Achievement | Number |
|---|---------------|
| Average number of press releases disseminated annually | 300 |
| Number of earned media stories annually | 96,000 |
| Number of readers of <i>Inside Hopkins</i> daily email | 42,000 |
| Number of JHM Town Hall meetings coordinated and executed by our team | 9 |
| Number of internal leadership messages drafted and distributed | >500 |
| Number of issues mitigated by our PR & Corporate Communications Team | >300 |
| Number of different social media platforms we use to tell our story | 8 |

- Served on numerous executive committees to bring about change in population health, precision medicine, health equity, service quality improvement
- Was a founding member of Hopkins Familia, the Hopkins Hispanic/LatinX employee resource group. More recently I served as the Co-Executive Chair.

- Was the co-captain of the United Way for Marketing & Communications fundraising campaign. Since 2016, employee engagement has risen by 5% and surpassed the fundraising goals
- Served as the Hospital's Healthy at Hopkins Champion for the 100+ members of the Marketing & Communications team. I executed wellbeing initiatives for the department.

American Red Cross, National Headquarters

- Participated in several satellite media tours to promote disaster preparedness or fundraising campaigns along with American Red Cross President Gail McGovern. Media interviews were conducted in both English and Spanish.
- Was a national English spokesperson on the Home Shopping Network on the HSN Cares Day. 2015 and 2016. We spoke about winter safety and fire prevention campaign.
- Served as the Co-Chair of the American Red Cross National Latino Affinity Group.
- Created the "Nuestro Orgullo" recognition program. This enterprise-wide program highlights the good work of Latinos across the country and its territories.
- Only Red Crosser to serve as a mentor in the Corporate Diversity mentor program since its inception in 2012.
- Created an annual story web campaign for National Hispanic Heritage Month on both RedCross.org and CruzRojaAmericana.org, the national websites for American Red Cross.

American Red Cross, South Florida Region

- Served as the national Red Cross spokesperson for the highly-promoted Holiday Giving Campaign satellite media tour. Interviewed with various Spanish TV and radio networks and affiliates across the country.
- In January 2011, one year after the earthquake in Haiti, the South Florida Region Communications & Marketing Department garnered over 1,200 Haiti-related media appearances.
- Since 2008, media appearances (hits) increased from 600 hits FY 08 to 2,400 FY 11 and web visits increased by 50%.
- Serve as a bilingual national spokesperson.
- Participated as a keynote speaker at the 2010 Public Relations Society of America Florida State conference.
- Assisted national headquarters in the translation on the Holiday Giving Campaign materials from English to Spanish, 2009 - 2011.
- Served as a national Red Cross spokesperson for the Haitian earthquake relief effort and was the face for national Spanish media. Over 200 media interview requests were fulfilled.
- Was the lead Red Cross representative for the *Unidos por Haiti* telethon on Univision Network. Over 8 million people tuned in and the American Red Cross raised \$ 7.5 Million.
- Presented to scores of Red Cross Societies Presidents and Secretary Generals at the International Red Cross Societies Conference, 2008, 2009.
- **Won the Allstate Your Choice Charity** online contest and received a \$15,000 check for the local Red Cross.
- Helped Red Cross win Target's National "Bullseye Gives" Facebook online contest. Red Cross (National) tied for first place and was given more than \$750,000.
- Improved Red Cross Chapter online visibility and public awareness with the redesign of www.southfloridaredcross.org and www.tucruzroja.org websites, the creation of the regional blog – SFLRedCross.blogspot.com and integration with popular social media websites: Facebook.com/SFLRedCross, Twitter.com/SFLRedCross and YouTube.com/user/SFLRedCross.

- **Univision Network's "Despierta America,"** established monthly TV Red Cross appearance schedule on television's highest rating morning program (1.2 million viewers), 2008 – present. Interview topics include: CPR, disaster preparedness, water safety, and pet first aid.
- Increased the brand awareness by creating compelling regional collateral and visuals such as retractable and vinyl banners, promo items and documenting volunteer, donor and client stories. Prior to 2008 brand visibility was minimal.
- Elected to the **Advanced Public Affairs Team (APAT)**, a specialized group of communicators hand picked to serve as national American Red Cross spokespersons.
- Upon arrival in 2008, implemented a media database system to log, track and create queries on local Red Cross media hits.
- Partnered with the University of Miami Hyperion Council, the Marketing Honor Society, and the College of Business Ziff Center of Graduate Studies. The Hyperion Council and I prepared a marketing campaign to introduce the Red Cross to the students of the campus. And were given two MBA students for a 10-week summer fellowship with the Red Cross.
- Partnered with Emergency Management & Homeland Security for the annual Storm Prep Expo at the Miami Beach Convention Center.

Miami Children's Hospital

- **Over 33,000** media stories in the span of nine years, from April 1999 to 2008; **10,000** were feature stories.
- **"The Big Give,"** ran spring 2008 on ABC network. Coordinated and participated in a three-day taping. Produced by Oprah Winfrey, this reality show has philanthropic contestants traveling the country and paying it forward.
- **The Learning Channel's "Miami Ink,"** Coordinated and participated in a two-day shoot where the program protagonist took part in an art project with the patients. Ran May 2008.
- **"Shaq's Big Challenge,"** casted MCH pediatric gastroenterologist to be a part of Mr. O'Neil's expert team. The program circled around several children on the journey to lose weight. Served as location consultant and in-house producer for the shoots in the hospital. The 6-episode series aired on ABC Network in summer 2007.
- **2006 Florida Hospital Association "Mark of Excellence"** award recipient for crisis communication.
- Served as a Subject Matter Expert in Communications for the Department of Health Disaster Preparedness Committee, winter 2008.
- **Discovery Health Network's "Born Without a Face,"** the highest-rated documentary in the history of the network. The program focused on an MCH patient with a rare genetic condition. Aired in 2005. Served as location consultant and in-house producer. The sequel, "Born With a New Face," aired in summer 2006.
- **The Learning Channel's "The Facemakers,"** the new 10-episode observational series aired in fall 2006. I conceptualized the idea of the series, pitched it to the network and later coordinated all the logistics and provided on-site support for the 13-month project. The series revolves around the patients, families and staff of the MCH Craniofacial Center.
- **ABC Network's "Miracle Workers,"** casted an MCH surgeon as co-host of television series. Also secured an episode dedicated to MCH, the surgeon and one of his young cardiac patients. Aired April 2006.
- Was invited to attend the ABC Network medical contact appreciation luncheon with Elizabeth Vargas, Charlie Gibson, Cynthia McFadden and other ABC News reporters and producers in New York, April 2006.

- **Over 150 media appearances** in South Florida and 34 other markets nationally, from the post-Hurricane Katrina PR support for MCH's LifeFlight team in the battered gulf region, August – September 2005.
- **Univision Network's "Despierta America,"** Created a monthly question and answer segment featuring an MCH physician on television's highest rating morning program, 2003 – 2008.
- Secured media stories in all local South Florida and regional media outlets. Secured stories on national and international outlets including: "Good Morning America," *New York Times*, "Today Show," BBC, CNBC's "The Closing Bell," "20/20," "Early Show," "World News" on ABC Network, The Learning Channel, Discovery Channel and numerous programs on Univision and Telemundo Networks.

Archdiocese of Miami

- Accompanied the press pool to Havana, Cuba and assisted the media with the historic Papal visit to Cuba, 1998
- Coordinated and promoted the Versace Memorial Mass and Miami Bishop Episcopal Ordination
- Attended the Institute for Religious Communications on full scholarship
- AERho National Broadcasting Society Student Competition judge, 1997
- Gabriel Broadcasting Awards judge 1996, 1997, 1998.

Education

| | |
|----------------------|--|
| <i>February 2019</i> | GOOGLE DIGITAL GARAGE Certification Digital Marketing |
| <i>May 1999</i> | ST. THOMAS UNIVERSITY Miami, FL 33054 M.S. Degree, Management |
| <i>May 1995</i> | APPALACHIAN STATE UNIVERSITY Boone, NC 28608 B.S. Degree, Communications Concentration in Broadcasting, Minor in Music |

Skills

- Public Speaking
- Media interviews
- Fluent in Spanish
- Proficient in Microsoft Word, Excel, and PowerPoint

Community and Professional Organizations

- Volunteer at McDonogh School, 2018 – present
- Volunteer Team Mom for the Master's Volleyball Academy U15 – top national team, 2018 - present
- Member of the Association of Latino Professionals for America, 2018
- Volunteer for American Red Cross Advanced Public Affairs Team, 2016 - present
- Volunteer at St. Coleman Catholic School, 2013 to 2016
- Volunteer at David Fairchild Elementary, 2009 to 2012
- Volunteer at the University of Miami School of Business Administration. Every semester I would conduct mock job interviews for MBA students, 2008 to 2011.
- Member of the Florida Hospital Association, 1999 to 2008
- Board Member of the South Florida Media Relations Organization, 1996 to 1999
- Chairwoman for the Miami Shores Task Force's Breast Cancer Awareness Month events and Heart 5K Chair, 1998 and 1999
- Greater Miami Symphonic Band member, 1999 to 2001

Project Approach and Methodology

The outline below provides an overview of the various steps and activities for each of the three phases as well as deliverables.

PHASE ONE: DISCOVERY & PROJECT DESIGN

In this phase, ADG Strategy Group plans to meet with City leaders, management and staff to better understand the desire for the strategic plan. Furthermore, we will spend time understanding organizational charts, approval processes, reporting structures and requirements, timelines and expectations as well as key goals and roles.

Our discovery phase will allow us to review previous plans prepared by the City, as well as other entities such as the CRA and the Neighbors.

During this phase, we hope to learn more about the various channels of communications the city has access to (e.g. City Website, Databases for Emails, Mayor & Commissioner Databases for Communications, Social Media Channels), as well as active communication plans and tactics. This will be critical to understand how we can best reach important stakeholders and residents, as well as areas where we can supplement with additional marketing activations, social media and other tolls and activities.

We recommend developing a campaign brand for this important effort (e.g. Mission Forward, Spotlight on Hollywood etc.) for all activities associated with the development of the plan. Part of this effort will include the creation of online site/portal.

1. Project Initiation & Discovery
 - a. Meet with City Leadership & Project Management Team
 - i. Define project, identify stakeholders, understand vision and goals
 - b. Review City & External Materials
 - i. Discovery of previous work plans, strategic plans (e.g. City, CRA, Neighbors), understand structures, roles and reporting
 - ii. Review Florida Chamber Foundation's Florida 2030 Findings
 - c. Develop Detailed Work Plan
2. Initial Meetings with Stakeholders, Develop Framework
 - a. Meet with Key City Leaders & Staff (including elected officials, department heads, management)
 - b. Identify Executive Stakeholder Team & Stakeholder Teams for Themes
 - c. Identify High Level Themes (e.g. Infrastructure, Transportation, Public Safety, Public Spaces, Community, Business & Economic Development, Resiliency)
3. Campaign Development (overall theme/brand for effort) & Identify Marketing Concepts and Outreach Activities
 - a. Identify and Build Consensus on Outreach Tools & Marketing Activations (e.g. Phone Town Hall, Videos, Activations at Community Events)(LIST OF VARIOUS AVAILABLE TOOLS ATTACHED)

- b. Develop & Create Social Media Campaigns
- 4. Develop Detailed Work Plan
- 5. Plan Project Kickoff (e.g. press conference, invitations for key participants in stakeholder teams etc.)

▪ ***Deliverable: Present Detailed Project Work Plan & Timeline***

PHASE TWO: ENGAGEMENTS & TOOLS

In this phase we will officially launch the project and conduct initial community meetings in each of the six commission districts. We will develop the survey tools, questions and responses and disseminate. The goal is to disseminate to the community at large as well as the business community.

The various stakeholders include, but are not limited to, city (leaders, management, department heads, staff), business community, neighbors and community, community leaders/not for profits/faith based, as well as city partners. Each of the aforementioned stakeholders may require differing outreach tools to maximize engagement. We strongly believe that it is critical to provide as many opportunities and avenues as possible for residents, business owners and stakeholders to have their voices heard as part of this exciting initiative.

We will work closely with city officials and staff to recommend the best tools for best return while remaining budget conscious.

- 1. Project Kickoff
- 2. Prep & Conduct Initial Community Meetings
 - a. Host at least 6 open houses; one in each commission district
- 3. Develop Business Community & Neighbors/Community Surveys
 - a. Conduct Surveys; Analyze Survey Results
- 4. Engage with Various Stakeholders
 - a. City Leaders, Management, Department Heads, Staff
 - b. Business Community
 - c. Neighbors and Community
 - d. Community Leaders, Non-Profits, Faith Based
 - e. City Partners (City, County and Statewide Partners)
- 5. Develop SWOT Analysis
- 6. Develop Vision, Mission, Guiding Principles

▪ ***Deliverable: Summary Report of Above***

PHASE THREE: PLAN DEVELOPMENT

- 1. Identify Strategies and Initiatives for Each High-Level Theme/Area
- 2. Build High Level Goals
- 3. Build Objectives and Identify Performance Indicators

4. Develop Communications Plan
5. Assemble Plan Components and Write Up
 - a. Communicate & Review Drafts of Each Theme with Stakeholder Teams
 - b. Communicate & Review Drafts with Executive Stakeholder Team
6. Present Plan and Get Adopted
7. Communicate the Adopted Plan & Discuss Next Steps

▪ **Deliverable: Strategic Plan**

SUPPLEMENTAL

1. Develop Execution Plan
2. Build Portal
3. Communicate Execution Plan
4. Conduct Initial "Business Review" Meetings
5. Develop Outreach Plan

Budget

| Category | Costs |
|--|------------------|
| ADG Strategy Group - Professional Experts | ~ |
| Phone Town Hall | ~ |
| Open Houses (6) Activations | ~ |
| Stakeholder Meetings (10) | ~ |
| Collateral, Reports, Presentations | ~ |
| Campaign Development (Logo Theme) Proposal | ~ |
| Total RPQ Proposed Budget | \$164,000 |

| Supplemental Category | Costs |
|--|-----------------|
| Video Production Half Day | \$950/\$800* |
| Video Production Full Day | \$1,800/\$1,600 |
| Editing (per edited minute) | \$250/\$200 |
| Music Licensing (per song) | \$250 |
| Basic Graphics (lower thirds, open/close graphics) | \$200 |
| Photography (2 hour minimum or 1 hour minimum when booking with video) | \$250/\$200 |
| Posters, Public Spaces & Postcards (Design & Print) | \$10,000 |
| Focus Groups | TBD |
| Marketing Activations (Large Scale) | TBD |

*With a per month minimum of \$7500/1 year guarantee rates reduced

City of Hollywood Engagement Tools & Ideas



| | City Leaders, Management & Staff | Business Community | Neighbors & Community | Community Leaders, Non-Profits & Faith based | Schools & Community Centers |
|---|---|--|--|---|-----------------------------|
| One-on-One Interviews | Interviews & Roundtables | Next Door | Promotion of Surveys | Social Media | |
| Department Leaders & Staff Group Exercises | Chamber of Commerce (e.g. activation at chamber events, roundtables, Board of Directors Exercise) | Social Media | Presence at Key Events | Activations (e.g. posters at centers, art contests at schools "what makes Hollywood Special") | |
| Surveys | Small Business Roundtables | Open Houses | Open Houses | Promotion of surveys via PTOs | |
| Social Media Platforms & Campaigns (e.g. "I am Hollywood Campaign") | Social Media Platforms & Campaigns (e.g. "I am Hollywood Campaign") | Community Events, Activations (large scale events) | Promotion in Partner Newsletters, makers | Promotion of surveys via education leaders | |
| Promotion in public spaces | City & Partner Websites & Newsletters | Phone Town Halls | Promotion of surveys via Partner Social Media Channels | Promotion of surveys via Partner Social Media Channels | |
| Citywide Announcement | Surveys | Surveys | | | |
| City Website | Phone Town Halls | Phone Banking | | | |
| County Commissioner (Website, Newsletter and Email Database) | Postcards at business locations | City Partner & Websites | | | |
| Promote with City Leaders (e.g. posters at offices, speaking points for events, etc.) | Video Campaign (e.g. business is good) | Video Campaign (e.g. love to live here) | Video Campaign (e.g. special community) | | |

Experience and Capacity to Perform

Our Team is confident that our expertise and professional experiences will allow us to perform the work requested within the timeframe of one year. We are sharing our proposal with you because we know we have the capacity to lead this initiative successfully. If awarded, our team will commit the necessary time, expertise and resources for this project.

Our Team

Shira Kastan Goldstein, ADG Strategy Group, Strategy, Planning, Outreach, Public Affairs and Government Expert

Shira Kastan Goldstein has been working in South Florida for more than two decades in various industries including, but not limited to, the healthcare and higher education communities. She is principle of ADG Strategy Group has developed the strategic plan for the Department of Pediatrics at the University of Miami, The Gordon Center for Research in Medical Education at UM Miller School of Medicine, International Medicine Department at the University of Miami Health System and Sylvester Comprehensive Cancer Center. She has served as an Associate Vice President of Strategic Initiatives for the University of Miami Health System, South Florida's only academic based health system. She created and successfully negotiated an \$80 million state appropriation with the Governor and Florida Legislature that will propel Sylvester to become a nationally recognized distinguished center for our community. She developed the community outreach portfolios for Sylvester in Broward, Palm Beach and Miami Dade Counties and was instrumental with the positioning of the 17 UHealth Clinics at Walgreens, where there are 7 locations in Broward County alone (including one in Hollywood). She was also the visionary and architect behind the nationally and internationally recognized Firefighters Cancer Initiative. During her ten years at the University of Miami she has had over \$1 billion in positive impact and advocated for more than \$100 million in annual state and federal appropriations and policy.

Ray Scher, ADG Strategy Group, Strategic Planning, Performance Measurement and Management Expert

Ray spent the majority of his career with Miami-Dade County government rising to the leadership of the Office of Management and Budget where he oversaw the management planning and performance analysis team. Ray's efforts spearheaded the County's strategic plan, general management system modernizations, performance analysis capabilities, and process improvement successes. The County became nationally and internationally recognized for its performance, winning multiple awards over the past decade from Ventana Research, the Performance Institute, the Council for Excellence in Government, the National Center for Public Innovation, and NACo.

His career also included time as a budget analyst, a chief in the solid waste department, and a supervisor in the police department. Early in his career, he spent time as an industrial engineer. Today, Ray focuses on working with city, county and state governments to leverage his best practice knowledge to drive performance both at the service delivery level and at the internal management systems level. Ray is a certified lean six sigma black belt and is a graduate

of the Harvard Kennedy School Executive Education Program. He has a Bachelor of Science degree in industrial engineering from Purdue University.

- Project management team member for the development of the Miami-Dade County's first ever Countywide Strategic Plan (**NACo Award**); oversaw the Strategic Plan update five years later
- Oversaw the implementation of the County's automated performance management system and spearheaded the sharing of performance information to the public (**National Center for Public Innovation Trailblazer Award**)
- Developed departmental business plans, performance measures, and benchmarks in conjunction with the County's overall strategic management plan (Served as Chair of the Florida Benchmarking Consortium, and Liaison/Presenter with the International City/County Management Association)
- Recognized as a leader in local government performance management and strategy execution (**2007 Overall Performance Management Leadership Award**; Ventana Research; **2008 Overall Performance Management Award**, the Performance Institute and the Council for Excellence in Government)
- Instructor: Government Finance Officers Association, Strategic Planning Class (Austin, TX, 2016; Charleston, SC, 2017)

Cynthia Gutierrez White, ADG Strategy Group, Communications & Marketing Expert

Effective communications and marketing professional with over 20 years of experience. Cynthia prides herself in aligning herself with organizations that do good. She utilized her many talents and enthusiasm to successfully craft and execute communications and marketing initiatives across a multitude of platforms to increase public awareness, engagement and visibility

Cynthia was recruited to work with John Hopkins, one of the most reputable healthcare systems in the world. In that role at John Hopkins Medicine, her achievements included, but not limited to:

- Average number of press releases disseminated annually 300
- Number of earned media stories annually 96,000
- Number of readers of *Inside Hopkins* daily email 42,000
- Number of JHM Town Hall meetings coordinated and executed 9
- Number of internal leadership messages drafted and distributed >500
- Number of issues mitigated by our PR & Communications Team >300
- Number of different social media platforms used to tell our story 8

Cynthia served on numerous executive committees to bring about change in population health, precision medicine, health equity, service quality improvement. In her national role for the American Cancer Society, she participated in several satellite media tours to promote disaster preparedness or fundraising campaigns along with American Red Cross President Gail McGovern. Media interviews were conducted in both English and Spanish among other high-level activities and experiences. In her communications role at Miami Children's Hospital

(Nicklaus Children's) she accomplished Over 33,000 media stories in the span of nine years, from April 1999 to 2008; 10,000 were feature stories. She is engaged with a variety of community and professional organizations.

Adam Goldstein, ADG Strategy Group, Business Development, Sales & Marketing Expert

Adam has spent most of his career as a business development and sales executive for nationally and internationally companies such as Mobile Mini and the Blue Book Network, the largest commercial construction network in the United States. He has extensive experience conducting research and building new customer networks, meeting aggressive sales quotas and objectives, developing sales strategies and always surpassing sales goals. In 2017, he was recognized in top 25% nationally for increased sales annually for his business portfolio and was previously reached top ranks among colleagues across the country. His contributions allow us to provide sales and business development expertise to our clients, including innovative marketing tactics and concepts. His customer service skills are unparalleled given his extensive experience as Managing Partner and General Manager with national brands such as Outback Steakhouse and Anthony's Coal Fire Pizza at various locations across the country.

Roly Rodriguez, The Pink Collective, Founder & CEO



The Pink Collective was established in 2009 and is located in vibrant downtown Hollywood Florida. The Collective is a uniquely collaborative, full-service, creative experience, brand and advertising agency that is passionately fearless in its pursuit of truths that engage and transform people.

The Pink Collective brings a dynamic, multicultural, cross-disciplinary mix of brand, business strategy, marketing, advertising, media and sales professionals with expertise across multiple industries and virtually all media channels.

Roly Rodriguez is an invested and active contributor to the development and expansion of the City of Hollywood's business community. In addition, several Pink team members both work and reside in Hollywood. Through Roly's personal and professional commitments, he:

- Helped launch and develop the **Spark Hollywood FL** start-up competition, which was formed to help boost economic development and bring business innovators to the City of Hollywood.
- Is an active Board Member of the Hollywood Chamber of Commerce and is Leadership Program Graduate – Class 41
- Hosts "PinkForward" events designed to help the local business community
- Is part of the **Downtown Hollywood Business Task Force**, which works with the City to help the businesses of Downtown Hollywood to have a voice
- Is part of the Arts and Cultural Center's fundraising community
- Sits on the board for Diamonds in the Rough at Orangebrook
- Currently serves on the TEDEX Young Circle Committee

Our Partners & Collaborators



David Sutta, David Sutta Photography & Film

David Sutta Films & Photography was founded by David Sutta in 2007. Our portfolio grew rapidly on the premise we should deliver not only great photos but a great experience. Over the years we expanded our services to include event and corporate clients. Today a majority of our work is serving companies throughout South Florida. We employ a number of talented artists who are committed to their craft. Today, more than ever, video is helping reach targeted audiences. From Facebook feeds to viral Youtube videos, great content is going further. DSP has the experience to create your video and make sure it is well produced. With 17 Emmy's (and counting), DSP knows how to tell your story. We will help you first by consulting on concepts, then executing production, and finally weaving your perfectly crafted story. The process is seamless as everything from pre to post production is done in house.



Brian Andrews, New Directors Inc.

Brian Andrews and his team assist city managers, communications directors/PIO's, and elected officials as special advisors. Our vast experience includes everything from high profile arrests to crafting crisis communications plans and statements to preparing any team for critical incidents. Our extensive background in investigative journalism, national & international news coverage, law enforcement, and local government crisis response provide our clients with seasoned direction based on real-life experience. The News Directors also delivers custom social media and public affairs training for elected officials, city administrators, and public safety officers in 17 municipalities.

January 13, 2019

City of Hollywood, Florida
Solicitation # **RFQ-4603-19-AP****HOLD HARMLESS AND INDEMNITY CLAUSE**

(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.


SIGNATUREShira Kastan Goldstein
PRINTED NAMEADG Strategy Group
COMPANY OF NAME2/6/19
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: Florida

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

- (1) He/she is Shira Kastan Goldstein of ADG Strategy Group 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

The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion

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
by Shira Kasten Goldstein, for ADG Strategy Group
(Print individual's name and title) President (Print name of entity submitting sworn statement)
whose business address is 10776 Charleston Place, Cooper City, FL 33026
and if applicable its Federal Employer Identification Number (FEIN) is 82-5337911 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.)

SLG 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 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.

Shirley O...

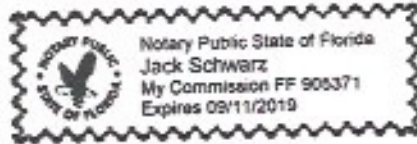
(Signature)

Sworn to and subscribed before me this 10 day of FEB, 2019.

Personally known _____

Or produced identification F400200 DRAGASKE Notary Public-State of FLORIDA

(Type of identification) my commission expires _____



Jack Schwarz

(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:

Shira Kastan Goldstein, ADG Strategy Group
10776 Charleston Place
Cooper City, FL 33026

Application Number and/or Project Name:

RFP 4603-19-AP ; Consulting Services for
Strategic Planning

Applicant IRS/Vendor Number: _____

Type/Print Name and Title of Authorized Representative:

Shira Kastan GoldsteinSignature:  Date: 2/6/19**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.

 Shira Kastan Goldstein
 VENDOR'S SIGNATURE PRINTED NAME
ADG Strategy Group
 NAME OF COMPANY

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 Shira Kasten Goldstein of ADG Strategy Group
 Firm giving Reference Richard Ballard; of Sylvester Comprehensive
 Address 16409 Sapphire Pkwy, Weston, FL 33331 Cancer Center @ UM
 Phone 786-266-5562
 Fax _____
 Email rdrhm9@aol.com

1. Q: What was the dollar value of the contract?
A: \$1.4 million dollars
2. Q: Have there been any change orders, and if so, how many?
A: none
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: Absolutely
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: I would recommend Shira highly without reservation.

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: Richard R. Ballard
 Title: Former CEO Sylvester Comprehensive Cancer Center
 Signature: [Signature] Date: 2/8/19

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.

Being reference for: Shira Kastan Goldstein, ADE Strategy Group

Firm being referred to: Michael S. Gordon, Inc.

Address: 3225 AVIATION AVE. #500, MIAMI, FLORIDA 33133

Phone: 305-858-5800

Fax: 305-858-1636

Email: issenbergsb@gmail.com

1. Q: What was the dollar value of the contract?
\$148,000
2. Q: Have there been any change orders, and if so, how many?
No
3. Q: Did they perform on a timely basis as required by the agreement?
YES
4. Q: Was the project manager easy to get in contact with?
YES
5. Q: Would you use them again?
YES
6. Q: Overall, what would you rate their performance? (Scale from 1-5)
 5 Excellent 4 Good 3 Fair 2 Poor 1 Unacceptable

Q: Is there anything else we should know that we have not asked?

IT IS AN OUTSTANDING, AND VERY PROFESSIONAL FIRM

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

Name: S. Barry Issenberg
Title: CEO, Michael S. Gordon, Inc.

Signature: S. Barry Issenberg Date: 2/8/2019

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 Shira Kastan Goldstein, ADG Strategy Group

Firm giving Reference Nova Southeastern University

Address 3301 College Ave, Fort Lauderdale, FL 33314

Phone 954-262-5408

Fax N/A

Email j.katzman@nova.edu

1. Q: What was the dollar value of the contract?
- \$20,000
2. Q: Have there been any change orders, and if so, how many?
- No
3. Q: Did they perform on a timely basis as required by the agreement?
- Yes
4. Q: Was the project manager easy to get in contact with?
- Yes
5. Q: Would you use them again?
- Yes
6. Q: Overall, what would you rate their performance? (Scale from 1-5)
- 5 Excellent 4 Good 3 Fair 2 Poor 1 Unacceptable
7. Q: Is there anything else we should know that we have not asked?
- Shira is strategic, thoughtful and gives great advice.

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 Jeremy Katzman
Title Director, Public Relations + Marketing/Communications

Signature  Date 2/8/19

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: Shira Kastan Goldstein, ADG Strategy Group

Firm giving Reference: METRO-DADE FIREFIGHTERS LOCAL 1403

Address: 8000 NW 21 ST.

Phone: 305-593-6100

Fax: _____

Email: OMAR.BLANCO@LOCAL1403.ORG

1. Q: What was the dollar value of the contract?
A: \$24,000.00
2. Q: Have there been any change orders, and if so, how many?
A: NONE
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: PROFESSIONAL AND THOROUGH.

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: OMAR BLANCO

Title: PRESIDENT

Signature: _____

Date: _____