



Proposal for

Strategic Planning City of Hollywood

In response to RFQ #4603-19-AP

February 4, 2019



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February 4, 2019

Ms. Althea Pemsel, Assistant Director
Office of Procurement Services
City of Hollywood
2600 Hollywood Blvd., Room 303
Hollywood, FL 33020

Dear Ms. Pemsel:

The City of Hollywood engages in regular planning, including Vision Hollywood 2020, a five-year financial forecast, Neighborhood Master Plans and other documents that ensure City leaders are working toward specific goals using an agreed-upon vision. Undertaking a strategic planning process at this time will lead to an action-oriented plan that positions Hollywood to preserve its existing advantages, face challenges and find opportunities to improve and grow.

Management Partners is ideally suited to help the City successfully design and implement a robust planning process. In the past five years we have assisted many municipalities and government agencies with strategic planning efforts. We envision a process that combines stakeholder, staff and leaders' input; details the strengths, weaknesses, opportunities and threats facing the City; and includes workshops that strengthen relationships among City officials and supporters as they determine the City's vision, mission and priorities.

We are local government experts who have worked with leaders for 25 years to help them improve the way their governments function. We are focused on results and have a bias for action. This proposal provides information about Management Partners, our understanding of the engagement, a description of strategic planning, an explanation of our proposed approach, qualifications of our project team, and references for our strategic planning work.

Our team is excited about the potential of this project and commit to performing the work outlined in this proposal. We look forward to discussing our approach and qualifications with you in more detail. As President and CEO, I am authorized to make representations on behalf of Management Partners. Please see the contact information on the cover of this proposal, and let me know if there is any other information we can provide.

Sincerely,

A handwritten signature in black ink that reads "Jerry Newfarmer". The signature is fluid and cursive, written in a professional style.

Jerry Newfarmer
President and CEO

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About Management Partners

Management Partners was founded in 1994 with a specific mission to help local government leaders improve their service to the public. Since then we have worked with cities, counties, towns, and special districts of all sizes across the United States to help them work more effectively and run more efficiently.

Why Management Partners?

We offer a balance of perspectives with a practitioner’s bias and a proven track record of successful consulting engagements. This experience gives us a sensitivity that produces positive outcomes. We are proud to say that as a result of our quality work, many of our clients ask us to complete subsequent assignments. Ask our clients and they’ll tell you:

We Know Local Government	Our associates have served in local governments, so we have a deep understanding of the operating and political environments in which you work.
We Take a Collaborative Approach	We consider ourselves part of your team and strive to ensure our work supports your overall corporate strategy and goals.
We Have Extensive Experience	Each of our more than 80 associates is an expert in one or more service areas, and our firm has assisted hundreds of jurisdictions in 42 states.
We Have Developed Proven Methodologies	We understand the importance of a holistic approach to improving organizations, using field-tested techniques for each aspect of the work.
Our Work Plan Is Tailored to Your Needs	Each of our projects is individually tailored to our client’s unique needs, starting with a careful learning process.
We Take Pride in the Quality of Our Work	Our internal processes ensure first-rate, complete staff work and adherence to the highest ethical standards in public service.
We Are Focused on Implementation	As practitioners, our strategic plans make practical sense and are designed for implementation.

Taking a Collaborative Approach

Success in the public sector requires an approach that is inclusive, collaborative, respectful of differing viewpoints, and appreciative of democratic self-government, with its focus on extensive input and diverse opinions. This philosophy governs our work, and it will be a key element in how we approach this work for Hollywood.

We view each project as an opportunity to design the best possible approach to achieve the desired results. At the beginning of our partnership we work with you to design a work plan

and schedule that takes into account the needs of your organization. We are sensitive to the impact a project can have on busy staff and plan our work accordingly to minimize disruption.

We often involve employees throughout the enterprise in the project because they are in the best position to know what works and what is needed to achieve future goals. When they have a chance to express their concerns and share their ideas, they are more likely to support the goals in the strategic plan.

From Strategic Planning Goals to Implementation

Management Partners has a strong bias for action. Our strategic plans become tools for setting priorities and for developing department and division work plans. After completing the plan, we help prepare a draft Implementation Action Plan. The draft action plan lays out the steps required for implementation, assigns responsibility for action, considers resource needs, and suggests milestones.

Services to Support Local Government Leaders

Management Partners' services include everything required to support local government leaders. The range of our services includes:

- » *Strategic and Business Planning* – Setting the direction for the enterprise and preparing business plans required to achieve desired outcomes.
- » *Organization Assessments* – Analyzing the organization (including structure, staffing, business processes, policies and resources) to identify improvements to an operation's efficiency and effectiveness.
- » *Organization Development* – Developing organizational capacity, a key to high-performance organizations, through executive coaching, customer service training, employee and customer surveys, and conflict management workshops.
- » *Performance Management* – Systematically tracking the performance of the enterprise, including performance measurement, process management, performance budgeting, employee performance evaluation, and strategic and process benchmarking.
- » *Process Improvement* – Critically examining specific business processes through which internal or external customers are served to identify opportunities for improvement using process mapping, performance improvement workshops, and other quality tools.
- » *Financial Planning, Budgeting and Analysis* – Managing the financial affairs of the enterprise, performing multi-year financial planning, and developing a well-structured, transparent budgeting process supported by thorough analysis.
- » *Sharing and Consolidation of Services* – Improving the cost-effectiveness and quality of service delivery by partnering with other units of government through sharing or consolidation.
- » *Management Services* – Assisting government leaders by structuring assignments to provide additional expert capacity where and when it's needed.

- » *Executive Recruitment* – Identifying top quality leaders who are a good fit for your organization and your community.

References

We would be pleased to provide contact information for any client. We have selected several similar projects that demonstrate our experience with strategic planning similar to what Hollywood is seeking. Completed Reference Questionnaires for Rochester, Boulder City and West Palm Beach can be found in Attachment B – Required Forms.

Rochester, Minnesota	
<p>Mr. Steve Rymer City Administrator City of Rochester 201 Fourth Street South East Rochester, MN 55904 (507) 328-2004 srymer@rochestermn.gov</p> <p>\$49,950 March – October 2018</p>	<p>Strategic Planning Management Partners assisted the City of Rochester with the development of a five-year strategic plan. The process included interviews with the mayor, Council members and the leadership team. We also developed an employee survey and facilitated focus groups with community stakeholders, residents and business owners from each ward. We then facilitated a work session with Council to identify a vision, strategic priorities, goals and guiding principles, and helped staff craft an organizational mission statement and core values. After Council adopted the strategic plan elements, we worked with staff to identify budgeted projects and programs related to each of the strategic priorities.</p>
Boulder City, Nevada	
<p>Mr. Alfonso Noyola City Manager 401 California Avenue Boulder City, NV 89005 (702) 293-9202 ANoyola@bcnv.org</p> <p>\$69,995 July – December 2018</p>	<p>Strategic Planning 2018 Management Partners was retained by the City of Boulder City to plan and facilitate their new strategic plan. We developed and helped the City deploy a community survey and employee survey. We then analyzed the results of each and compared the results of the community survey to one that had been done six years before. We also planned and facilitated four community engagement sessions throughout the City to provide input about the plan. Next, we two facilitated sessions with Council members and senior staff to identify the vision, mission, values and goals as well as strategies and success factors. Once the strategic plan was approved by Council, we facilitated a workshop with senior staff to develop an Implementation Action Plan. This deliverable provides a blueprint for ensuring the goals and strategies are realized.</p>

West Palm Beach, Florida	
<p>Ms. Dorritt Miller, CPA, CIA, CGFM Deputy City Administrator City of West Palm Beach 401 Clematis Street West Palm Beach, FL 33402 (561) 822-1400 dmiller@wpb.org</p> <p>2016 Full Strategic Plan \$29,990 2017 Plan Update \$3,990 2018 Plan Update \$3,990</p>	<p>Strategic Planning 2016, 2017 and 2018 Management Partners facilitated a process to assist the Mayor and City Commission in developing a strategic plan that established the City's mission, values, and strategic priorities. Working with staff, we also identified performance metrics for each department for use in the City's budget process that identified outcomes, a subset of which was used as key performance indicators in the strategic plan. In addition, we assessed the overlap between the City's operational performance metrics and measures being collected for the City's STAR Communities effort.</p> <p>In October of 2017 and August 2018, we conducted a commission workshops to update review and update the plan elements and strategic priorities.</p>
Deerfield Beach, Florida	
<p>Mr. Burgess Hanson City Manager 150 N.E. 2nd Ave. Deerfield Beach, FL 33441 (954) 480-4263 bhvike@gmail.com</p> <p>May to August 2017</p> <p>\$16,990</p>	<p>Strategic Planning Management Partners planned and facilitated the strategic planning process to set the direction for the next five years. We conducted interviews with the Mayor and each Commissioner and facilitated a workshop, attended by the Mayor and City Commissioners, city manager, assistant city managers and senior managers, in which the Mayor and City Commissioners reviewed and affirmed Deerfield Beach's mission statement. Commission members discussed and evaluated values and strategic priorities and came to consensus on how staff could develop and align work plans, management tools and strategies to implement the initiatives discussed. Five major elements were developed. The first three, the mission, values and priorities, were developed by the Mayor and Commissioners to set direction for City staff. The last two, initiatives and key performance indicators, were staff's response to the direction provided. For each priority, several directional statements were identified to further define intent. The overall plan was adopted by the Commission and staff is implementing the action plans developed through this process.</p>

Newport, Rhode Island

Mr. Joe Nicholson, Jr., Esq.
City Manager
City of Newport
43 Broadway
Newport, RI 02840
(401) 845-5430
jnicholson@cityofnewport.com
February 2016 to November 2016
\$39,990

Strategic Planning and Goal Setting Facilitation
We assisted the Mayor and Councilors, and city manager in the development of a five-year strategic plan. We conducted interviews with Councilors, facilitated two community input sessions, and facilitated the elected officials as they identified goals. The plan includes a vision, mission, goals, objectives and success indicators. The strategic plan goals and objectives are accompanied with a detailed Implementation Action Plan that assigns lead responsibility and the activity steps and resources required for goal accomplishment.

Litigation Statement

Since its founding in 1994, Management Partners has never been the subject of a lawsuit or a judgment and we are not a party to a currently-pending legal action. We have never been dismissed from a client contract for non-performance or failure to meet our commitments.

Our Experience and Project Team

Our Experience in Strategic Planning

We are proud to have assisted a wide range of municipalities and other local government organizations with strategic planning. We are experienced working with small and large jurisdictions, as illustrated by the list of recent clients below.

- » Acacia Adult Day Services, California
- » American Canyon, California
- » Axis Community Health, California
- » Benicia, California
- » Bladensburg, Maryland
- » Boulder City, Nevada
- » Brentwood, California
- » Cass County, Michigan
- » Cypress, California
- » Deerfield Beach, Florida
- » El Cerrito, California
- » El Segundo, California
- » Fresno County Fire Protection District, California
- » Garden Grove, California
- » Green Township, Ohio
- » Hillsborough, California
- » Kansas City Area Transportation Authority, Missouri
- » Mansfield Downtown Partnership, Connecticut
- » Margate, Florida
- » Modesto, California
- » Monterey County, California
- » Montgomery, Ohio
- » Morgantown, West Virginia
- » Napa, California
- » Newport, Rhode Island
- » Pacific Library Partnership, California
- » Parkland, Florida
- » Peninsula Family Service, California
- » Pleasanton, California
- » Pomona, California
- » Port Chester, New York
- » Port Orange, Florida
- » Rochester, Minnesota
- » Rohnert Park, California
- » Roseville, California
- » San Joaquin Valley Library System, California
- » San Pablo, California
- » Santa Ana, California
- » Santa Barbara County, California
- » Soquel Creek Water District, California
- » South Bay Cities Council of Governments, California
- » South San Luis Obispo Sanitation District, California
- » Stockton, California
- » Tustin, California
- » Ventura County General Services Agency, California
- » West Palm Beach, Florida
- » Wichita, Kansas

In addition to strategic planning, the firm has extensive experience helping improve both the efficiency and effectiveness of all local government services. We have provided organizational staffing and improvement projects in virtually every type of local government service.

Our Project Team

Management Partners has a strong project team that is well qualified to complete this work for Hollywood. This project will be a top priority for Management Partners and our team members will be available in whatever capacity and with whatever availability will contribute to the success of the project. Bill Moller will serve as project director and will oversee the substantive work of the project. Jacquelyn McCray will serve as project manager and will be responsible for the execution of the project. They will be supported by Jan Goldstein, Sam Lieberman and Kristin Youngmeyer. The qualifications of each team member are briefly summarized below. Complete resumes for each person are included in Attachment A of this response.

Bill Moller Project Director		
Jacquelyn McCray Project Manager		
Jan Goldstein	Sam Lieberman	Kristin Youngmeyer



William Moller, Regional Vice President

Bill has over 35 years of local government management experience with expertise in general administration, public finance and budget, performance measurement, and strategic planning. He served the City of Cincinnati, Ohio for more than 30 years. Positions held include deputy city manager, finance director, assistant finance director, and budget director. He also held positions at the Regional Computer Center and Health Department. After retiring from the City of Cincinnati, he held assistant city manager positions with the City of Hamilton, Ohio and City of Covington, Kentucky and the finance director position for the City of Hamilton. He has also had a consulting relationship including engagements with the City of Cincinnati and City of Covington.

Jacquelyn McCray, Ph.D., Senior Manager

Jacquelyn has a track record of success assisting local governments for over 20 years. She has assisted nearly 80 local governments during her tenure with Management Partners with strategic planning and goal setting; organizational reviews and workflow process improvement for a range of local government functions, including development review and land use application and permitting processes, and purchasing. In the area of strategic planning she has assisted Rochester, Minnesota; Boulder City, Nevada; Cass County, Michigan; Port Chester, New York; Bladensburg, Maryland; Delray Beach, West Palm Beach, Parkland, Port Orange and Margate, Florida, and Montgomery, Ohio. She has also assisted municipalities with performance measurement, strategic benchmarking, and various forms of focus group facilitation and public outreach processes. A professional urban planner, Jacquelyn has expertise in aligning the needs and concerns of community stakeholders with public sector service delivery. Jacquelyn has excellent interview and



facilitation skills, and frequently conducts leadership, employee and stakeholder focus group meetings. She is a skilled civic engagement and group process facilitator and has served various civic and professional groups in this capacity. Before joining Management Partners, Jacquelyn held positions as a budget analyst, project manager and land-use manager with the City of Cincinnati. After concluding her tenure with Cincinnati, she served as vice chairperson and member of the Cincinnati City Planning Commission for nine years. Jacquelyn is a member of the American Institute of Certified Planners (AICP).

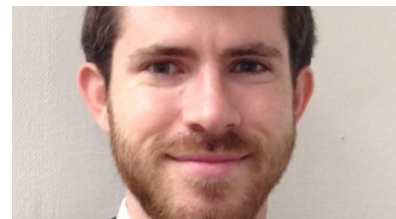


Jan Goldstein, Senior Manager

Jan Goldstein worked with and in the public sector for more than 18 years. Her expertise includes serving as department director with the Indianapolis Airport Authority and managing a federally funded non-profit organization. Jan is skilled in all of the support activities of government: strategic and long-range planning; process analysis and improvement; training; and writing operations and personnel manuals. She has specific expertise in fleet, facilities, contract management, and parking operations and management including revenue control. Jan is skilled at conducting interviews and facilitating workshops that include stakeholders, board members, staff and front-line employees. Jan's consulting engagements have included strategic planning, shared services reviews, organization analysis, facilities assessment, executive recruitment, financial analysis, development review and process improvement projects. She has helped many clients implement innovative techniques that resulted in enhanced business practices and increased productivity.

Sam Lieberman, Senior Management Advisor

Sam Lieberman is responsible for helping clients in improving the use of strategic and business planning, conducting complex financial and operational analysis, organization reviews, process improvement studies, and service sharing projects. He has helped facilitate strategic planning and process improvement workshops, developed and analyzed strategic planning community input surveys, conducted research and analyses, assisted in the development of performance measurement systems, and directed benchmarking research. He has recently assisted the cities of Norfolk and Kansas City as well as Green Township, Ohio in strategic and business planning. Other recent clients include Berkeley, Carson, San Bernardino, Orange County, and Santa Clara Valley Water District in California; Hartford, Mansfield, and New Haven, Connecticut; Kenton County and Florence, Kentucky; DeKalb County, Georgia; Pinellas County and Largo, Florida; Phoenix, Arizona; and Hamilton County, Fairfield, Mason, Montgomery, and Westerville, Ohio.





Kristin Youngmeyer, Management Analyst

Kristin joined Management Partners after serving in the City of Hamilton, Ohio, as an ICMA City Management Fellow. In her role as a Management Fellow she completed numerous special analysis projects for the City Manager’s Office, Public Works, Parks Department, Community Development Department, and Finance Department. Prior to her experience in Hamilton, Kristin helped the Children’s Mental Health Bureau in Helena, Montana by researching best practices in the systems of care to create a strategic plan for the state agency to effectively implement a statewide youth advocacy network. She also served as a community health worker with the Children’s Hunger Alliance, where she evaluated program engagement statistics and made suggestions to improve reconnection rates with clients. Kristin has a bachelor of arts in biology and obtained her MPA from The Ohio State University, John Glenn College of Public Affairs.

Project Approach

Strategic planning is fundamental to successful work planning. It enables the goals of the organization to be aligned with the annual budget processes and helps use resources intelligently. Periodic review and updating of a strategic plan ensures that current realities (internal and external) are taken into consideration and appropriately factored into the operations of the organization.

We have provided the following key components of strategic planning as an overview of the elements that Hollywood might wish to consider for inclusion in the process.

A **vision** is a clear and concise statement of where the organization wants to be in the future. Setting a vision is a fundamental element of the strategic planning process. All goals, objectives and strategies are directed toward achieving an established vision for the future.

A **mission statement** states the purpose of the organization and guides the prioritization of opportunities. It defines what the organization stands for and what it will do. The mission also directs the day-to-day actions of an organization and its employees.

The **values** are the core operating principles of an organization. Values govern the actions and behaviors of policy makers and employees to effectuate the mission and vision of the organization.



Goals are closely aligned with the vision and state the desired outcomes to be achieved. Goals provide the “why” of the specific actions the organization will take. Typically, a strategic plan has four to six goals, which may be achieved over several years.

Strategies are the means to achieve multi-year goals. They are measurable, with specific resources assigned, timeframes allocated, and responsibilities determined. Generally, several strategies are established for each goal.

Success indicators express the final results that are desired. Indicators (often called metrics) should answer the question: *How will we know if we are successful at achieving what we set out to do?*

An **implementation action plan** is the blueprint for carrying out the strategic plan. Action plans provide a framework for determining specific timelines, assignments, and resource allocations. An example of an implementation action plan template is shown below.

Goal:					
Strategy 1:					
Key Tasks	Fiscal Year to Start/Complete	Resources (Staff, Funding, Other)		Lead Manager/ Team Members	Milestones
		Currently Available	Needed		

Reporting on progress in implementing the strategic plan is a key element. As part of the process, a reporting structure and timeline is created. It can range from a quarterly update of each goal and strategy, to a semi-annual review, once as part of the budget process and again in six months, with adjustments made to reflect changing conditions and accomplishments.

Proposed Work Plan

Our process provides for ongoing and meaningful collaboration between our consultants, City leaders, staff and community stakeholders. We will provide expert advice, facilitation and preparation of the strategic plan document and its component parts. Throughout the process, we will be collaborating with Hollywood staff to ensure the desired results are achieved.

Activity 1 – Start Project and Conduct Kickoff Meeting

Management Partners will begin with an initial meeting with City officials. During the kickoff meeting we will discuss objectives for the strategic plan, along with expectations about this process. We will discuss the desired timeframe for the strategic plan, when each of the major tasks will occur and the roles of Hollywood officials, staff, stakeholders and Management Partners. We will discuss the interviews, surveys, community meetings, the online survey, and preparation of the environmental scan.

We will outline the documents we will need from the City to successfully complete the project, including budgets, current organization chart, any past strategic plans and work plans, lists of programs and initiatives, user satisfaction surveys, master plans, and other documents relevant to the organization's work. Based on feedback during the meeting, we will finalize the work plan.

We will also work with City staff to create a Communications Plan for the strategic planning effort. This will detail how public outreach will be conducted, what messages will be used, how to help ensure the participation of a diverse range of stakeholders, how employees will be involved, and how outreach will be linked to project outcomes through the implementation stage.

Activity 2 – Gather and Analyze Information

Next, we will obtain input through interviews, online surveys and community meetings, as described below. The purpose of the stakeholder input will be to hear opinions about strengths, weaknesses, opportunities and threats (SWOT) facing the City of Hollywood. We will ask for ideas about future goals, examine how the City can best communicate its vision and goals, and elicit ideas for strengthening the future of the City.

- » **Conduct Interviews.** We will conduct interviews with the Mayor, six City Commissioners, City Manager, Community Redevelopment Agency leaders and staff, Budget Office staff, union representatives, and other key City leaders. We will also engage members of boards and committees, youth organizations, church groups and other stakeholders through an online survey (see description under Stakeholder Survey below). Interviews will solicit input about a variety of items, including strengths, weaknesses, opportunities and threats (SWOT); what is working well now in the City

and what is not; goals that should be pursued in the future; what success would look like for this effort; and current and future constraints and capacity.

- » **Gap Analysis.** We will design a questionnaire to be completed by the City's senior managers. The questionnaire will seek a variety of information, including programs provided, gaps in service delivery, new projects or initiatives that are desired, staffing information, and other background information.
- » **Community Stakeholder Survey.** We will design an online survey to be placed on the City of Hollywood's website to ask for feedback on several issues (including the strengths, weaknesses, opportunities and threats) pertaining to the City and its services. Social media and existing email lists can be used to distribute a link to the survey, including to board and committee members, stakeholder groups and the general public. We will provide a draft survey to review with project managers prior to finalizing it.
- » **Employee Survey.** In addition to the survey for the general public, we will also design a survey to solicit input from City employees. Employees are the bedrock of the organization and their input is critical in developing the new strategic plan. It is likely that some of the questions will mirror those asked of the general public, and some are likely to be specific to issues important to employees. We will provide a draft survey to review with senior managers prior to finalizing it.
- » **Community Meetings.** We will conduct four community meetings to gather public input and inform community members about this initiative. Management Partners will work closely with Hollywood staff to strategize about how to reach individuals that do not often participate in government activities, which will include identifying meeting locations that are easy to access and not affiliated with government (e.g., churches, schools, neighborhood community centers). We will also collaborate with staff to determine appropriate meeting times and prepare agendas.

During the meetings we will engage participants to identify key themes about their desires for the future of the City using a variety of appropriate group techniques. We will design each session to be interactive and engaging.

Management Partners will summarize comments from the interviews, community meetings, and surveys to consolidate key themes to identify strategic priorities and options.

Activity 3 – Advise on Preparation of Environmental Scan

Management Partners will work collaboratively with City staff on the preparation of an environmental scan. The environmental scan will include a variety of important data elements that will inform the development of goals and preparation of a strategic plan.

We will provide an example of desired information to be compiled and review it with staff to ensure the suggested data points can reasonably be provided. We typically suggest five years of historical data to understand trends, particularly for revenues, expenditures, participation in parks and recreation department activities, and staffing data. Examples of data points for the environmental scan are provided below:

- » Completed SWOT analysis,
- » Stakeholder and employee feedback,
- » Financial forecast for the City,
- » Revenue and expenditure history and projections for the City,
- » Capital improvement program history and projections,
- » Staffing history,
- » Retirement eligibility dates for staff,
- » Local demographic trends impacting the City, and
- » Other issues impacting the City.

We will review the information provided and assist staff in inserting the information into a PowerPoint format for presentation at the workshops described in Activities 4 and 5.

Activity 4 – Prepare and Facilitate First Strategic Planning Workshop

Next, we will facilitate a one-day workshop with the Mayor, City Commissioners, CRA staff and other stakeholders, as determined by the project manager. The purpose of the workshop will be to strengthen relationships, review the information gathered in the previous activities, and begin to create the vision, mission, values, goals and strategies. To prepare for the workshop, the following tasks will be completed.

- » ***Prepare draft agenda and workshop materials.*** We will prepare a detailed agenda for the workshop, as well as a briefing book with workshop materials. To ensure the time during the workshops is used most productively, we are likely to ask participants to complete work in advance of the session.
- » ***Determine workshop participants and coordinate logistics.*** We will coordinate logistics of the workshops, including location, room setup and other aspects necessary to set the stage for productive sessions for all participants with staff.

The agenda is likely to include the following components, subject to discussions with the project manager:

- » Review and discuss the results of stakeholder input
- » Review and discuss the environmental scan;
- » Identify key words for vision, mission, and values statements;
- » Identify goals and strategies; and
- » Review next steps in the strategic planning process.

Following the workshop, we will summarize the results and prepare the briefing book for the second workshop.

Activity 5 – Prepare and Facilitate Second Strategic Planning Workshop

During this activity we will facilitate a second one-day workshop. The purpose of the workshop will be to finalize results from the first session, then develop strategies to achieve the goals, action plans, implementation steps, benchmarks, and milestones.

To prepare for the workshop, the following tasks will be completed.

- » ***Prepare draft agenda and workshop materials.*** We will prepare a detailed agenda for the workshop, as well as a briefing book with workshop materials. The briefing book will contain the results of the first workshop and will also contain the goals and strategies based on input received through this point in the process.
- » ***Determine workshop participants and coordinate logistics.*** We will coordinate logistics of the workshop, including location, room setup and other aspects necessary to set the stage for productive sessions for all participants with staff.

The agenda and briefing book are likely to include the following components, subject to discussions with staff: discuss and refine draft goals and strategies; identify initiatives, objectives, milestones, benchmarks and performance indicators; develop tracking mechanisms to report on implementation of strategic plan; and discuss how the strategic plan will be rolled out to staff and stakeholders. Following the workshop, we will summarize the results.

Activity 6 – Prepare Strategic Plan

During this activity, Management Partners will prepare a draft strategic plan for Hollywood, based on the results of the workshops. It will contain the following components:

- » An executive summary;
- » Description of project approach;
- » Results of community input and analysis (including SWOT);
- » Results of environmental scan (background and current status);
- » Vision, mission and values statements;
- » Several multi-year goals (strategic initiatives) and strategies for each goal;
- » Implementation actions and initiatives; and
- » Reporting and accountability mechanisms for the strategic plan.

We will review the draft with project managers, make modifications based on input, then present the strategic plan to the Mayor, City Commissioners, City staff and the community.

Activity 7 – Support Implementation

Upon completion of the strategic plan document, Management Partners will prepare a draft Implementation Action Plan. The Implementation Action Plan will serve as an executable roadmap that details the specific steps needed to accomplish each of the strategies included in the plan. For implementation to occur in an orderly and effective manner, we will help staff identify the following elements:

- » Key tasks;
- » Timeline (start and completion dates);
- » Resources needed and currently available;
- » Staff assigned (including a lead person);
- and
- » Milestones.

The RFQ lists an online, live portal that employees can update and community residents can access for information as a requirement for the project. Acquiring software and software support to provide such a portal will require a separate contract between the City and a software vendor. As part of our implementation support, we will assist the City with identifying and interviewing vendors and will work with the selected vendor to ensure the plan is available through the portal.

Experience/Capacity to Perform/Cost

Our experience in strategic planning is outlined in previous sections. We have more than enough capacity to assist the City of Hollywood with this important work throughout 2019 and would make this project a priority.

Management Partners anticipates devoting 378 hours of our staff time to complete the plan of work described above. The total cost of this project is \$69,900, which includes all fees and expenses. The price does not include creation of the online portal, but it does include Management Partners' assistance in identifying a software vendor and in working with the vendor to place the strategic plan on the portal. The ultimate test of a quality project is that the client is pleased with the results, and we are committed to achieving that goal.

Activity	Hours	Cost
1 – Start Project and Conduct Kickoff Meeting	27	\$5,695
2 – Gather and Analyze Information	136	\$25,460
3 – Advise on Preparation of Environmental Scan	24	\$4,250
4 – Prepare and Facilitate First Strategic Planning Workshop	55	\$10,200
5 – Prepare and Facilitate Second Strategic Planning Workshop	54	\$10,050
6 – Prepare Strategic Plan	45	\$8,575
7 – Support Implementation	37	\$5,670
TOTALS	378	\$69,900

Timeline

Our estimated timeline is provided below. We will work with you to develop a detailed schedule that meets your needs during Activity 1.

Activity	Schedule
1 – Start Project and Conduct Kickoff Meeting	April 8 – 19
2 – Gather and Analyze Information	April 22 – June 7
3 – Advise on Preparation of Environmental Scan	April 15 – May 24
4 – Prepare and Facilitate First Strategic Plan Workshop	July 15 – August 16
5 – Prepare and Facilitate Second Strategic Plan Workshop	August 19 – September 20
6 – Prepare Strategic Plan	September 23 – October 18
7 – Support Implementation	October 21 – Ongoing

Based on this timeline, we will submit a draft strategic plan by mid-October.

Conclusion

Management Partners has the experience, the professional talent, and the commitment to quality necessary to successfully complete this project for the City of Hollywood. We welcome the opportunity to provide additional information that may be helpful, and we look forward to the chance to discuss the ideas contained in this proposal.

Cover photo: Courtesy of the City of Hollywood, Florida Government Facebook page

Attachment A – Project Team Resumes

WILLIAM E. MOLLER

Bill is Regional Vice President for Management Partners in Cincinnati, Ohio. He has over 35 years of local government management experience with expertise in general administration, public finance and budget, performance measurement, and strategic planning. He had a 30-year career with the City of Cincinnati, Ohio where he served as deputy city manager, finance director, assistant finance director, and budget director. He also held positions at the Regional Computer Center and Health Department. After retiring from the City of Cincinnati, he held assistant city manager positions with the City of Hamilton, Ohio and City of Covington, Kentucky and the finance director position for the City of Hamilton. He has also provided consulting assistance to the cities of Cincinnati, Covington, and Hamilton.

During his career, Bill has had direct responsibility for finance, economic and community development, health, public works, engineering, parks and recreation, information technology, and building code enforcement. He also served as liaison with City Council and City Commission committees, reviewing and presenting reports and coordinating committee agendas. He has served as a chief labor negotiator and on negotiations teams in three cities.

Bill's experience as finance director includes all aspects of public finance: structurally balanced budgets for the general fund and other funds, including major utility funds; multi-year financial forecasting for all revenue sources and expenditure categories; public debt analysis and issuance; creating economic development financing plans; treasury operations including revenue collection and the investment of public funds; pension system management; procurement of goods and services; and accounting and auditing. Both Moody's and Standard and Poor's upgraded the City of Cincinnati's bond rating (AA+, AA1) while he was finance director. He also coordinated and provided local government finance training for the U.S. State Department's Cincinnati – Kharkiv (Ukraine) Partnership program.

The cities Bill served received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award. He also served on the GFOA Committee on Governmental Budgeting and Fiscal Policy. He has been a presenter and panel moderator at GFOA Annual Conferences. He also was selected for and completed the prestigious GFOA Advanced Government Finance Institute.

Bill has established performance benchmarks for city departments, developed and implemented strategic plans, and led the establishment of a parks and recreation foundation. He participated on the executive leadership teams in Covington and Hamilton that produced first strategic plans for both cities. He also coordinated a series of Cincinnati City Council/City Administration retreats that resulted in the city's first comprehensive benchmarking.

Bill has a master of business administration degree in finance from Xavier University, a master of science degree in criminal justice administration from Michigan State University, and a bachelor of science in community services degree from the University of Cincinnati.

JACQUELYN Y. MCCRAY, PH.D., AICP

Jacquelyn McCray, Senior Manager, has more than 25 years of experience in local government management. Nine of those years were with the City of Cincinnati, where she was a budget analyst, project manager and land-use planner. Since joining Management Partners Jacquelyn has been a key staff member on myriad projects analyzing development review processes, performance measurement and organizational review. She is particularly adept at strategic planning, process improvement, benchmarking, performance management, training and development, and focus group facilitation. She is a skilled civic engagement and group process facilitator and has served various civic and professional groups in this capacity.

Jacquelyn is a member of the American Planning Association and the American Institute of Certified Planners (AICP). She served as a member and vice chairperson of the Cincinnati City Planning Commission for nine years.

Jacquelyn has assisted organizations in future search, mission and vision setting, the identification of critical environmental indicators, and in crafting goals and objectives in the completion of strategic planning projects. Specifically she has assisted the following cities and organizations to develop strategic plans: Village of Port Chester, New York; Town of Bladensburg, Maryland; City of Newport, Rhode Island; City of Margate, and Lakeland, Florida, Cass County and Ingham County, Michigan; City of Morgantown, West Virginia; the Mansfield Downtown Partnership, Mansfield, Connecticut; Montgomery, Ohio; the Louisville, Kentucky Health Department; the Town of Mansfield, Connecticut; Hamilton County, Ohio Department of Job and Family Services; Lake County, Illinois and The Advance, a Division of the General Board of Global Ministries of the United Methodist Church.

With Management Partners, Jacquelyn has developed refined expertise in conducting development review process analyses and improvement projects for the following clients: Saint Paul, Minnesota; Largo, Florida; the Louisville, Kentucky consolidated government; Cape Coral, Florida; Wichita, Lenexa and Olathe, Kansas; Nevada County, California; the Maryland-National Capital Park and Planning Commission; the Unified Government of Wyandotte County and Kansas City, Kansas; Lexington, Kentucky; Howard County, Maryland; North Port, Michigan; and Oklahoma City, Oklahoma.

In the area of performance measurement and management projects, Jacquelyn has assisted Westerville, Ohio; the District of Columbia; Arlington County Public Schools and Loudoun County, Virginia; the Louisville, Kentucky consolidated government; the Unified Government of Wyandotte County, Kansas; and King County, Washington. She has also conducted performance measurement training for many jurisdictions.

Jacquelyn has completed human resources benchmarking analyses for Sedgwick County, Kansas; and Loudoun County, Virginia; and she assisted with benchmarking and compensation analyses for the cities of Oakland and Santa Clara, California. She also worked with the City of Covington, Kentucky to develop a long-range financial plan.

Jacquelyn has completed organization development and improvement reviews, position analyses and service consolidation assessments for agencies across the country. Among them are Blue Ash, Montgomery and Sycamore Community Schools in Ohio; Chesapeake, Hampton and Richmond, Virginia; Berks County, Pennsylvania; Kansas City, Kansas; the Nashville (Tennessee) Airport Authority; Kenton County and the consolidated governments of Louisville and Lexington Kentucky; the City of Fort Wayne and Allen County, Indiana and Lancaster, Muhlenberg, Harrisburg and Reading, Pennsylvania.

Jacquelyn completed her doctoral studies at Antioch University in Leadership and Change. She also holds a bachelor's degree in urban planning and a master's degree in public administration from the University of Cincinnati.

JAN GOLDSTEIN

Jan Goldstein, Senior Manager, has worked with and in the public sector, including executive management roles, for more than 18 years.

Jan is skilled in strategic and long-range planning; process analysis and improvement; training; and writing operations and personnel manuals. She has specific expertise in fleet, facilities, contract management, and parking operations and management, including revenue control.

While managing a non-profit organization that was federally funded, Jan was accountable for overseeing every aspect of operations including strategic planning, finance, community relations, federal, state and local compliance, fundraising, asset management, human resources, and marketing. She developed documentation and implemented streamlined processes to create staff efficiencies, allowing more time for other employee responsibilities.

As a consultant, Jan worked with municipalities, hospitals, universities and airports to incorporate innovative techniques that resulted in enhanced business practices and increased productivity. Jan's consulting engagements have included shared services reviews, organizational and facilities assessment analyses, executive recruitment, and process improvement projects. She has experience and expertise identifying best practices. She worked with clients to offer creative solutions within the constraints of the agencies' operations.

While a department director with the Indianapolis Airport Authority, Jan successfully planned for long-range department development, including providing training and progressive programs for personnel. She worked with her staff to develop policies and procedures, creating a department with a national reputation for employee training, retention, promotion, and honesty.

During her work with Management Partners she has been the project manager or a team member for organization reviews, process improvement projects, strategic planning, shared services, and fee studies.

Jan received a Bachelor of Science degree and Master of Science degree in education from Indiana University. She has been a presenter at international conferences and has published articles in several publications.

SAMUEL J. LIEBERMAN

Sam Lieberman, Senior Management Advisor, joined Management Partners in April 2010. Since then he has conducted complex financial and operational analyses to support a variety of assignments including organization and process improvement studies, and service sharing, financial planning, and budgeting projects. He has helped facilitate strategic planning and process improvement workshops, conducted research and analysis on staffing studies, assisted in the developing performance measurement systems, directed benchmarking research, and conducted employee satisfaction and internal services surveys. Sam recently co-authored an article on how government can take advantage of data analytics programs that appeared in PM Magazine.

During his tenure at Management Partners, Sam has assisted with the development of performance measures in Fairfield, Westerville, and Huron County Ohio and managed the annual Ohio Fire Benchmarking Project and Midwest Benchmarking Partnership. He has participated in numerous fire and police organizational assessments, most recently for Florence, Kentucky and Chatham County, Georgia. He has facilitated strategic planning efforts in Montgomery and Green Township, Ohio, Morgantown, West Virginia, and Bladensburg, Maryland, and he has developed and analyzed strategic planning community surveys, most recently for the cities of Margate, Florida and Santa Ana, California. He has analyzed budgets and staffing for several jurisdictions and assisted with a fleet management study.

Sam has most recently facilitated process mapping sessions with Saint Paul, Minnesota; Aurora, Colorado; Delray Beach and Largo, Florida; Maryland-National Capital Parks and Planning Commission; and Monroe, Ohio. Other clients he has served include the cities of Berkeley, Carson and San Bernardino, Orange County, Santa Clara Valley Water District and Zone 7 Water Agency in California; Hartford, Mansfield, and New Haven, Connecticut; Kenton County and Florence, Kentucky; Kansas City, Missouri; DeKalb County, GA; Pinellas County and Largo, Florida; Phoenix, Arizona; Cincinnati, Hamilton County, Fairfield, Mason, Montgomery, Westerville, Monroe and Green Township Ohio; and Las Vegas, Nevada.

Sam gained valuable experience in the day-to-day functioning of local government during an internship with the City of Cincinnati while completing his undergraduate work. He researched the feasibility of implementing a streetcar system in Cincinnati and prepared staff reports on the subject. He also assisted with the process of rolling out and implementing CincyCare, a public/private health care partnership. As he was concluding his political science degree, Sam authored a scholarly article that assessed the accuracy of pre-primary polling in the 2008 Democratic Presidential Primary. That paper was presented during a conference of the Midwest Association for Public Opinion Research in September 2008. Sam graduated from the University of Cincinnati in 2008 with honors degrees in sociology and political science.

Prior to joining Management Partners, Sam worked in local politics. He managed a Cincinnati City Council campaign and then served as deputy finance director for a Congressional campaign.

KRISTIN YOUNGMAYER

Kristin Youngmeyer, Management Analyst, joined Management Partners in the summer of 2018. She is responsible for conducting analyses to support many types of client projects, including organization reviews, and process improvement. She has a background in public administration with experience in strategic planning, community engagement, and project coordination. Her analytic training includes multivariate statistics, organizational management, and program evaluation. She is experienced in collecting data and using analysis, policy analysis, and the design of projects and plans.

Prior to joining Management Partners, she served in the City of Hamilton, Ohio, as an ICMA City Management Fellow. In her role as a Management Fellow she completed numerous special analysis projects for the City Manager's Office, Public Works, Parks Department, Community Development Department, and Finance Department. Some of her accomplishments include reviewing quantitative and qualitative data to form a project proposal for a \$5 million grant opportunity, researching and drafting an ordinance to increase economic activity in the Downtown Central Business District which was successfully passed by council and implemented, conducting budget analysis and financial reporting for a local micro-grant program, and advising the city youth commission with a City Council member.

Prior to her experience in Hamilton, Kristin helped the Children's Mental Health Bureau in Helena, Montana by researching best practices in the systems of care to create a strategic plan for the state agency to effectively implement a statewide youth advocacy network. She also served as a community health worker with the Children's Hunger Alliance, where she evaluated program engagement statistics and made suggestions to improve reconnection rates with clients. She also gained experience working with the Ohio Housing Finance Agency in program compliance reviewing operational metrics for a state grant program and data collection systems to improve internal and external communication.

Kristin has a bachelor of arts in biology with a minor in education from Luther College. She obtained her master's of public administration from the Ohio State University, John Glenn College of Public Affairs.

Attachment B – Required Forms

- » Acknowledgement and Signature Page
- » Hold Harmless and Indemnity Clause
- » Non-collusion Affidavit
- » Sworn Statement Pursuant to Section 287.133 (3)(a) Florida Statutes on Public Entity Crimes
- » Certifications Regarding Debarment, Suspension and Other Responsibility Matters
- » Drug-Free Workplace Program
- » Solicitation, Giving, and Acceptance of Gifts Policy
- » Reference Questionnaires

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): Management Partners, Incorporated

Federal Tax Identification Number: 31-1407585

If Corporation - Date Incorporated/Organized: 4/26/1994

State Incorporated/Organized: Ohio

Company Operating Address: 1730 Madison Road

City Cincinnati State Ohio Zip Code 45206

Remittance Address (if different from ordering address): _____

City _____ State _____ Zip Code _____

Company Contact Person: Jerry Newfarmer Email Address: jnewfarmer@managementpartners.com

Phone Number (include area code): 513-861-5400 Fax Number (include area code): 513-861-3480

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

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

Jerry Newfarmer 1/31/2019
Bidder/Proposer's Authorized Representative's Signature: Date

Type or Print Name: Jerry Newfarmer, President and CEO

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

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

January 13, 2019

City of Hollywood, Florida
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HOLD HARMLESS AND INDEMNITY CLAUSE

Management Partners, Jerry Newfarmer

(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.

Jerry Newfarmer
SIGNATURE

Jerry Newfarmer, President and CEO
PRINTED NAME

Management Partners
COMPANY OF NAME

January 31, 2019
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: Ohio

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

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

(SIGNED)  President and CEO
 Jerry Newfarmer Title

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

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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 Amy Paul, Corporate Vice President for Management Partners
(Print individual's name and title) (Print name of entity submitting sworn statement)
whose business address is 1730 Madison Road, Cincinnati, Ohio 45206
and if applicable its Federal Employer Identification Number (FEIN) is 31-1407585 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.)

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

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

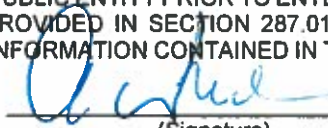
_____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime, but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

January 13, 2019

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

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

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



(Signature)

Sworn to and subscribed before me this 31st day of January, 2019.

Personally known _____

Or produced identification _____ Notary Public-State of Ohio

(Type of identification) my commission expires _____



(Printed, typed or stamped commissioned name of notary public)

JERI L. BECKSTEDT
Notary Public, State of Ohio
My Commission Expires 04-15-2022

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

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City of Hollywood, Florida
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**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:

Management Partners
1730 Madison Road
Cincinnati, Ohio 45206

Application Number and/or Project Name:

Consulting Services for Strategic Planning

Applicant IRS/Vendor Number: FEIN: 31-1407585

Type/Print Name and Title of Authorized Representative:

Jerry Newfarmer, President and CEO

Signature:  Date: 1/31/2019

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

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DRUG-FREE WORKPLACE PROGRAM

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

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

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



VENDOR'S SIGNATURE

Jerry Newfarmer, President and CEO

PRINTED NAME

Management Partners

NAME OF COMPANY

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City of Hollywood, Florida
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SOLICITATION, GIVING, AND ACCEPTANCE OF GIFTS POLICY

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

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

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

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

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

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

	Jerry Newfarmer
SIGNATURE	PRINTED NAME

Management Partners	President and CEO
NAME OF COMPANY	TITLE

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

January 13, 2019

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

REFERENCE QUESTIONNAIRE

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

Giving reference for: Management Partners

Firm giving Reference: City of Rochester, MN

Address: 201 Fourth Street, Rochester, MN 55904

Phone: 507-328-2004 (C) 651-485-2072

Fax: _____

Email: srymer@rochestermn.gov

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

A: \$49,950

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

A: NO

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

(4+)

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

A:

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: Steve Rymer

Title: City Administrator

Signature: [Handwritten Signature] Date: 1/25/19

THE CITY OF ROCHESTER HISTORICALLY HAS NOT BEEN GUIDED BY STRATEGIC PRIORITIES. MP PARTNERED WITH ME TO LEAD A PHILOSOPHICALLY DIVERSE CITY COUNCIL THROUGH A ROBUST PROCESS. THE END RESULT WAS A UNANIMOUS VOTE TO ADOPT OUR FIRST EVER FOUNDATIONAL PRINCIPLES, STRATEGIC PRIORITIES, AND AN ORGANIZATIONAL VISION.

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: Management Partners

Firm giving Reference: City of Boulder City

Address: 401 California Avenue, Boulder City, NV 89005

Phone: 702-293-9202

Fax: _____

Email: anoyola@bcnv.org

- 1. Q: What was the dollar value of the contract?
A: \$69,995
- 2. Q: Have there been any change orders, and if so, how many?
A: NO
- 3. Q: Did they perform on a timely basis as required by the agreement?
A: Yes, ahead of schedule
- 4. Q: Was the project manager easy to get in contact with?
A: Extremely easy to work with
- 5. Q: Would you use them again?
A: Used them twice, both times excellent! Will continue to use them.
- 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: They are extremely professional and knowledgeable

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: Alfonso Noyola
Title: City Manager

Signature: 
Date: January 24, 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: Management Partners

Firm giving Reference: City of West Palm Beach
401 Clematis Street, West Palm Beach, FL 33402

Address: _____

Phone: 561-822-1400

Fax: _____

Email: dmiller@wpb.org

1. Q: What was the dollar value of the contract?
A: \$29,990
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: Excellent work and professionally done

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: Dorritt Miller
Title: Deputy City Administrator

Signature: *Dorritt M. Miller*

Date: 1/24/2019