



Response to RFQ-4603-19-AP
City of Hollywood, Florida – Office of Procurement
Services
Consulting Services for Strategic Planning
Date: February 11, 2019



West Arlington Point of Contact
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Transmittal Letter

City of Hollywood, Florida
Office of Procurement Services
ATTN: Althea Pemsel
2600 Hollywood Boulevard, Room 303
Hollywood, Florida 33020

February 11, 2019

Dear Ms. Pemsel:

West Arlington Consulting Group (West Arlington) is pleased to submit this response to the City of Hollywood, FL – Office of Procurement Services to provide qualified and experienced consultants for RFQ-4603-19-AP.

West Arlington is eager to offer a team of professionals with proven experience and credentials to assist the city in developing a collaborative framework with the public, citizen committees and associations, business and industry representatives, service clubs, non-profit organizations, school leaders, and City elected officials and staff.

This cover letter acknowledges our understanding of the information provided in the RFQ and West Arlington's agreement with the requirements. It also provides a brief summary of our ability and desire to supply the required services described in the RFQ and constitutes our willingness to provide the requested services subject to the terms and conditions. In the proposal that follows, West Arlington has identified factors crucial to the success of this initiative:

1. **Team with Deep Experience in Strategic Consulting.** The West Arlington team is a team of battle tested consultants with proven experience strategically analyzing large agency needs utilizing industry best practices.
2. **Innovative Ideas from Innovative People.** At West Arlington, our mission is to deliver innovative ideas from innovative people. We provide corporations and public institutions strategic consulting services that solve their most critical problems. We are a team of specialists who are passionate about solving your business problems with integrity, innovation, and honesty. Some of our recent successes include:
 - State of Nevada DMV System Modernization

- Forcepoint Business Transformation
- Mercy Health System (Ohio) Transformation

3. **A Focus on Personal Service.** As a boutique firm, we provide hands-on support and management. This approach and outlook separate us from the many consultant firms in the market. We provide exceptional value for our customers by delivering outstanding service with professional integrity. West Arlington was started out of the desire to deliver quality results to you, the client.

- We are focused on providing you with a great experience with tangible results.
- We specialize in creating tailored solutions that provide you with the strategic advantage you seek.
- Once the project is completed, on time and within budget, we believe you will become a believer.

In preparing this proposal, our team has carefully reviewed the RFQ requirements. It is through this review that we have established a solid understanding of the requirements and objectives of the city of Hollywood. We look forward to the opportunity to partner with the city of Hollywood. I am authorized to represent West Arlington relative to all matters contained in this response. If you have any questions or require further clarification on our submission, please feel free to contact me at will@waconsultgroup.com.

Sincerely,



William Harrison
Principal Consultant/Owner
West Arlington Consulting Group



Consulting Team Qualifications

West Arlington started in 2012 by William H. Harrison because he grew weary of canned presentations and one size fits all recommendations. The typical consulting firm is focused on billable hours and not understanding the client. After years of consulting engagements, where project hours were more important than the relationships formed with clients, Will came to the conclusion there must be a better way. Can a firm remain profitable and at the same time focus on relationship building rather than billable hours? We think you can have both. At West Arlington we are focused on providing a great experience with tangible results.

We are a team of Strategist, Project Managers and Process Improvement specialist who are passionate about solving business problems with integrity, innovation, and honesty. West Arlington specializes in

creating tailored solutions that provide clients with a strategic advantage. We partner with clients to understand their business and culture. We live by the words “Innovative Ideas from Innovative People”.

OUR MISSION

At West Arlington, our mission is to deliver innovative ideas from innovative people. We provide business owners and public institutions management consulting services that solve their most critical problems.

OUR VISION

Revolutionize the way boutique consulting firms in the United States provide management consulting services - putting clients first and developing authentic relationships guided by our core beliefs - while drastically improving the bottom line of our clients.

West Arlington is a privately held Limited Liability Company (LLC). West Arlington was first incorporated in the state of Maryland and currently is domiciled in Miami Beach, FL. We maintain a presence in both southern Florida and Houston, Texas. The firm is 100% Veteran Owned¹. William H. Harrison is the Founder, Owner, and Principal Consultant of West Arlington.

West Arlington has a proven track record of providing top notch consultants specializing in Strategy, Business Transformation, IT and Management Consulting. West Arlington has provided

consulting services to companies and agencies throughout the United States. Some of our major clients include:



- The Nevada Department of Motor Vehicles issues driver's licenses, vehicle registrations and license plates in the Silver State. It also licenses, regulates and taxes the

¹ West Arlington is currently awaiting its Veteran certification from the state of Florida.

vehicle, motor carrier and fuel industries. The department has more than 1,100 employees and collects more than \$1 billion in annual revenues. (2016-2017)

How West Arlington helped – Provided Project Management/Process

Improvement/Strategy for \$75M System Modernization (SysMod) project, whose objective was to replace the existing and aging Common Business Oriented Language (COBOL) mainframe application and PowerBuilder applications running on disparate platforms to Oracle Enterprise 2.0 platform. Working with the system integrator, Tech Mahindra, West Arlington aimed to provide better customer service, reduced transaction processing time, and increased speed-to-market delivery of products and services offered by the Nevada DMV through the new system.



- Forcepoint, previously known as Websense and Raytheon-Websense, is an Austin-based company owned by US defense contractor Raytheon, in a joint venture with private equity firm Vista Equity Partners, specializing in computer security software. It offers businesses and government institutions services for content security, data protection, cloud security, network security, analytics, web filtering, and cross domain access and transfer to protect organization's networks from cybercrime, malware, and data theft, as well as prevent users from viewing sexual or other inappropriate content and discourage employees from browsing non-business-related websites. Forcepoint uses a combination of classification engines, filtering categories, data fingerprints, and word filters selected by customers.

How West Arlington helped - Advised VP of Business Transformation in the design and implementation of an enterprise-wide business transformation strategy for streamlining & reengineering Salesforce Quote-To-Cash process to accommodate leadership's three-year goal of \$1 billion in revenue.

As a proven Boutique consulting firm, West Arlington's focuses on providing tailored solutions and appropriate resources to our clients. With that said, our areas of domain knowledge include: Project Management, Process Improvement, Lean Six Sigma, Strategy, Management Consulting, and Training.

West Arlington has a vast network of resources that will ensure consistent service delivery to the city of Hollywood. We can quickly bring to bear the resources of diverse disciplines to assure excellent service.

In addition to our own capabilities, we utilize the strength of our industry leading partners. With the collection of partners we have assembled, we are able to provide the City of Hollywood with a dynamic approach to crafting the city's strategic approach. The following firms will assist us in providing additional support:



Access Data Supply Inc. (ADSI) - a minority, woman-owned firm with over 20 years of experience enabling clients' business processes, managing their technology investments and leveraging emerging technologies in order to provide benefit for them and their end user. ADSI has a proven track record in identifying and achieving our client's needs. We provide quality solutions and services that improve business performance and manage our client's risk. We focus on:

- Technology Consulting Services – A broad range of customized and turnkey technology solutions and services encompassing Enterprise Resource Planning (ERP)
- Management and Business Development Consulting – Project Management, business process analytics (BPA), organizational change management (OCM), strategy, compliancy auditing and succession/talent planning.
- Knowledge Management – Training, document management and e-learning development.
- Application Development – Full lifecycle software development solutions and services.

City of Houston SAP Project (Houston One) - ADSI was a sub-contractor to SAP-Public Sector for the City of Houston from its inception in January 2005. This project included the design and implementation of an SAP (ERP) System. The company was involved in both Phase I and Phase II. The City of Houston chose a structured, comprehensive methodology for their program called Accelerated SAP. The project focused on the replacement of the City's Financial, Payroll, Materials Management, and Human Resources systems in which ADSI provided both technical and functional consulting. The areas of expertise provided included architects, developers, team leads, and trainers. The company was involved in preparing the Blueprint, Work Plans, addressing the Business Process Procedures (BPP), and instrumental in preparing the technical and functional documentation. ADSI also managed the critical knowledge transfer to COH assigned staff. The Houston One Project received the 2008 ASUG Impact Award for Public Sector.

Neutral Grey – Neutral Grey creates a discerning, design-driven and research-based array of engaging communication materials that are tailored to the specific and unique interest of its clients, including

corporate brand development, communication strategies, literature systems, and web-based business-to-business solutions. Its solutions leveraged traditional as well as emerging technologies and encompass advertising, experiential touch-points, corporate communications, user-experience design, and digital media. Major clients include:

- **United States Military Academy at West Point (Eisenhower Hall Theatre)** - utilized branding concepts and techniques as practiced in the for-profit sector and as a result a compelling, specific and mutually beneficial collaboration emerged between institutional stakeholders, community donors, corporate investors and Eisenhower Hall Theatre at West Point.
- **Greater Southeast Management District (Houston Metropolitan Area)** – Assisted the organization in executing a broad-based strategy to raise the profile of the District and its neighborhoods. This includes developing a marketing and communications plan; enhancing and broadening the area’s social media presence; and creating specialty items that capture the spirit of our community. These efforts are designed to promote, develop, encourage, and maintain employment, commerce, transportation, housing, tourism, recreation, art, entertainment, economic development, safety, and the public welfare in the Greater Southeast area of the City of Houston.



Figure 1 Neutral Grey - USMA West Point Project

Nomadic Systems - We are listeners who take a consultative approach to fully understanding your specific requirements and when called upon, provide succinct guidance in helping to define your short and long-term roadmaps to success. We have a track record of success developing 'white label' Software-as-a-Service solutions, in two ways: By working with companies that seek to be service providers within a selected industry, who commission us to develop a custom crafted solution for them, which they in turn brand and take to market; By developing solutions based upon our own marketable product or service concepts, that we in turn license to 3rd party sales organizations, typically under a co-branding scenario.

Our specific areas of expertise: Application Development and Maintenance; Customized Mobile system solutions; eCommerce, payment processing systems: EMV, MSR, NFC, Digital Wallets, mobile payments and cryptocurrencies, SMS Campaign; Engineering Services, including extensive expertise specifically relating to large scale end-to-end Data, Video (Streaming and Camera-delivered) and Voice-centric solutions; Artificial Intelligence, including AI Video for near instantaneous feedback and business insights; Education (curriculum scheduling and delivery); The automation of Public Transportation systems; Just-in-Time Notification/Critical Alert solutions; Security-focused Robotics, including surveillance video and video telepresence.

○ **Previous Projects Include:**

- Development of payment webApp for Charter Schools in Louisiana.
- Development of attendance register tracking student attendance from school bus pickup location en route to the class and vice versa with auto absentee notification to both school and parents.
- SMS campaign for life solutions company.
- GATI + PayPal Payment Application (Available in the App Store) (developed in partnership with PayPal).

Past Litigation and Pending Action Against: West Arlington affirms that the company and its owners, officers and primary partners, have not been involved in litigation within the last five (5) years nor is there any pending litigation.

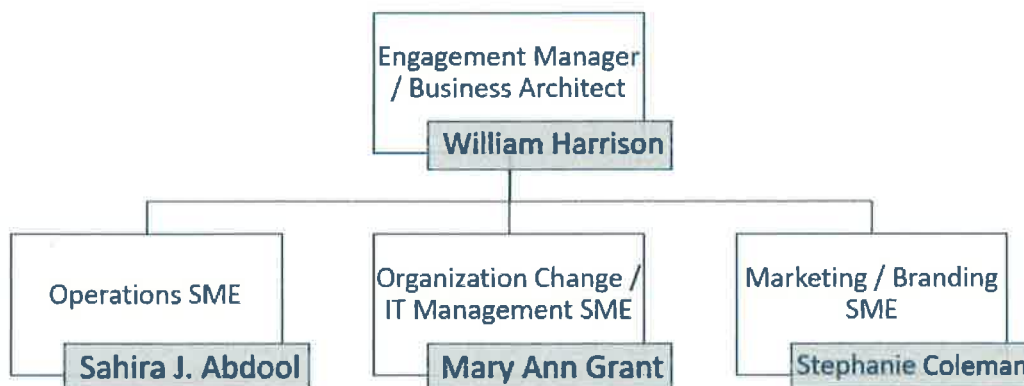
Summary of Proposer's Qualifications

West Arlington and its team of partners work with federal, state governments and quasi-government agencies to realize their strategic goals. We have the breadth and depth to provide strategic advice to help the City of Hollywood to achieve its strategic goals. Our team of consultants, as evidenced by their qualifications (see below), bring a wealth of experience and proven methodologies to every engagement. We work with executives and their teams to build forward looking strategies and to ensure enterprise wide adaptation.

Strategic Planning and Implementation Experience

The West Arlington team understands the *four focus areas* of this project. We are asked to help the City of Hollywood create a more efficient organizational structure that will optimize the city's missions. We are also charged with helping the city craft their vision, mission, and culture statements. Also perform financial and operational analysis and advise leadership on areas of enhanced efficiency and expense reduction. Thirdly engage the community in a new and fresh way utilizing all avenues of marketing and social media. Lastly, we are charged with building a cohesive bond between the City Commission / CRA Board and the senior City of Hollywood / CRA staff. Our assembled team has the experience and knowledge to lead this endeavor as each has contributed to similar projects with the State of Nevada, City of Houston, Lincoln Center, and other government organizations.

On average our team has over 20 years of experience in senior level positions. Each team member has a specific role to ensure the success of the project to ensure a successful engagement and a complete strategy. The roles are Engagement Manager/Business Architect, Operations SME, Organizational Change/IT Management SME and Marketing/Branding SME.



Project Team

William H. Harrison - As the Principal Consultant and founder of West Arlington, Will maintains a hands-on role which involves the day-to-day running of continuing client projects. His work involves directly dealing with clients to clearly understand their needs, and to provide possible solutions for the client's consideration. He also serves exclusively as the Engagement Manger on every single West Arlington project. In this role Will ensures client satisfaction and adherence to all agreed upon deliverables and contractual obligations.

Will is a highly experienced, results-driven consultant, with over 15 years of experience, who has worked within a wide range of businesses and industries. Prior to starting West Arlington, Will's career highlights include advising senior government officials at the FBI and Department of Defense on business process management, emerging technologies, and portfolio management of multi-million dollar budgets. Will has led large-scale and complex change initiatives for a diverse array of companies, including Humana and Deloitte-Government Services.

Career highlights include:

- Principal Consultant (West Arlington Consulting Group) - Served as a Business Process Improvement SME to CEO and CFO, along with providing a full review of inbound call center operations. Final deliverable, detailed recommendations designed to optimize call center functions and total quality performance for eight markets spanning over two states (Ohio/Kentucky).
- Business Process Engineer SME Level IV (SAVA Workforce Solutions) - Supported largest Federal law enforcement agency with business process re-engineering. Awarded Department of Justice's Knowledge Award for innovative practices and solutions. Led team of consultants, supporting client's largest division (over 52 locations), in the review, documenting, evaluation, recommendation, and implementation of re-engineered processes.
- Principal Consultant (West Arlington Consulting Group) - In the role of Business Architect, advised VP of Business Transformation in the design and implementation of an enterprise-wide business transformation strategy for streamlining & reengineering the Salesforce Quote-To-Cash process to accommodate leadership's three-year goal of \$1 billion in revenue.

Will earned a bachelor's degree in International Business from Hawaii Pacific University and completed the Sellinger School of Business and Management (Loyola University Maryland) Executive MBA program.

Sahira J. Abdool - Significant executive experience with a track record of sustained high performance; developing innovative revenue streams, fund development and having a consistent contribution to annual sales; proven ability to lead diverse work groups effectively and to transform them into high performance teams and organizations. Possesses the Subject Matter Expertise for deploying complex technology, leading Human Resources divisions, with over eighteen (18) years of oversight experience, capable of Developing and Executing fiscal strategies; budgetary and operational goals, with a high degree of success.

Global Program and Project Management Experience in managing a portfolio with a fiscal span of control for resources, business and assets equivalent to \$3B. Leadership span of control ranges from 15 to over 1000 team members. Demonstrated work product that has received massive publication by world renowned authors (Kouzes & Posner) of The Leadership Challenge Program. Noted as a catalyst for effective Leadership Transformation; highlighting the execution of a holistic vision to meet goals and objectives; building and sustaining critical relationships for organizational growth, while ensuring, positive team morale, customer satisfaction and company profitability.

Career highlights include:

- Chief Administrative Officer & Principal (PPG Global, LLC) - Executive Officer and Partner with oversight for all fiduciary, strategic global mobility, enterprise initiatives, organizational infrastructure and human capital asset leadership. Deployed two simultaneously disaster recovery projects during Hurricane Harvey equivalent to \$3M within 120 days.
- Director/Chief Clerk of the Court (City of Houston Municipal) - Within less than one fiscal year, established a foot print of new leadership, operational performance, quality customer service and fiscal returns.
- In 2010 Houston Municipal Courts and the transformation process was recognized internationally by Kouzes and Posner as a Transformational Leader; creating Team Synergy, Empowerment, Exceptional Customer Relationships; for Accountable and Ethical Leadership and was featured in their Leadership Challenge Award Winning Publications.

Sahira earned a master's degree in Public Administration from the University of Tennessee- Chattanooga and completed a bachelor's degree in Psychology from Tennessee State University. Also, in 2016, she was awarded the G7 Global Summit Rising Star Award for Global Small Business.

Mary Ann Grant - Creative and Talented IT professional, who creates strategic alliances with organization leaders, business system users, vendors and service providers to effectively create strategic IT and departments IT business plan; align with and support key business initiatives. Builds and retains high performance teams by hiring, developing and motivating skilled professionals.

Career highlights include:

- Chief Information Officer (CIO) (Houston First Corporation) - Set the overall direction for technology through strategic planning and evaluation. Provided leadership, planning and management for all areas of information technology strategy, development and implementation (includes voice and data communications, administrative systems, financial technology, training, user support and IT security systems).
- Deputy City Controller (City of Houston - City Controller's Office) - Responsible for Systems and Administrative Services Division for the City Controller's Office. Oversaw financial reporting, production of the city's annual financial report and coordinating the annual audit. Responsible for Input and Output Control Sections, Payroll Control, Contract Certification and Systems Services for the Controller's Office. Oversaw the Certification of Contracts for Council Approval and the Accounts Payables.
- Assistant Director (City of Houston) - Served as a Project liaison between the Controller's Office and F&A Information Systems Division, and management support for the FMS Project Director for the implementation of the City's New Financial Management System (AMS). Responsible for maintaining and evaluating the adequacy and effectiveness of internal controls in the systems development process.

Mary Ann earned a Master of Science in Public Administration with MBA concentration from Texas Southern University. She also earned a Bachelor of Science in Accounting from Southern University. Mary Ann has also received extensive SAP training - Financial /General Ledger/CO, Funds Management, Grants Management, Procurement, Accounts Payables, Projects Systems, Fixed Assets, Accounts Receivables, Payroll, Personnel Actions, Benefits, Organizational Management. Successfully completed the Government & Public Administration Harvard University - John F. Kennedy School - Senior Executive Leadership Program.

Stephanie Coleman - Experienced and passionate Director and Marketing Specialist with background in the healthcare, advertising, sponsorship, education and direct marketing industries. Leadership roles include manager of both corporate and non-profit support staff, developing corporate marketing and branding initiatives, complemented by additional experience as an entrepreneur. A superb communicator, with a proven ability to develop and manage businesses and deliver measurable results. Leadership roles include founder of Trè Media Group. Trè helps forward-thinking clients engage millennial consumers of color through innovative narrative, curated media and tailored experience-based design that drive business forward.

Career highlights include:

- Principal/ Director, Strategic Marketing & Communications (Neutral Grey) – Developed branding and marketing for government agencies, non-profits, and corporate clients. Current client list includes:
 - AARP, United Nations, United States Military Academy at West Point (Eisenhower Hall Theatre), Florida Grand Opera, City Center Theatre, Footsteps Group, LLC, Mercedes, Essence Magazine, Inc. Lowe’s, Carnegie Hall, Alternatives for Natural Healing, Hake Associates Kramer Design, Uniworld Group, Impact Graphics, Latina Magazine, NYC Board of Education, Sri Chinmoy, University of Houston, Texas Southern University, and Charity Productions, RISD Museum, Rivers, Doyle & Walsh, Keep Providence Beautiful, Allstar Medical, and Kandi’s Kids
- Innovation, Brand Messaging and Strategic Transformation Consultant (City of Houston Health Department) - Lead creation of a new logo, brand standard and media strategy for city-wide implementation. Evaluated and implemented the redesign and relaunch of corporate identity and branding standard for MBK Houston.
- Marketing, Global Repositioning, & Brand Development (Anti-Defamation League) - Managed the creation, support, and flow of internal and external print and web-based marketing, communications, and research materials. Initiated and supported ongoing evaluation efforts to assess efficacy of programs and activities.

Stephanie completed course work at Rhode Island School of Design and Kansas City Art Institute. She also sits on the Orange County NY Arts Council, Inc.

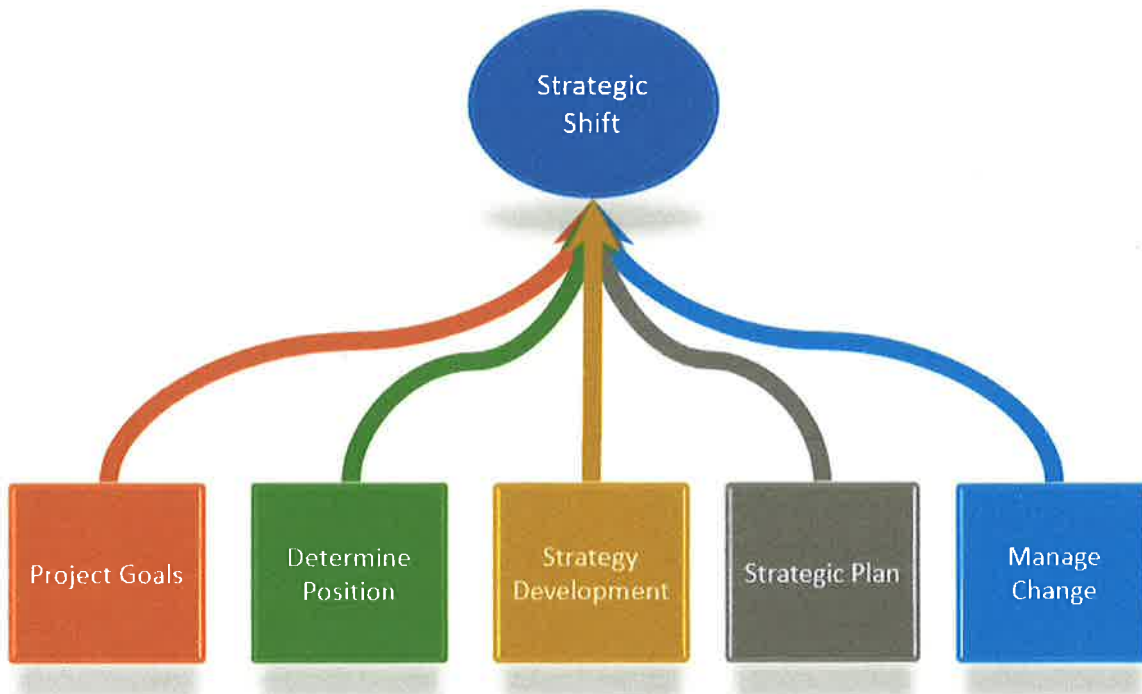
Project Approach & Methodology

The fundamental success of a strategy depends on three critical factors: an organization's relationship with external factors, a complete understanding of its core competencies, and focused implementation and monitoring.

In addition, connecting the vast stakeholders such as City Commission/CRA Board, community organizations, Hollywood citizens, business community, developers, and others is a component of our approach. This affords all stakeholders the ability to jointly share their perceptions of the city's strengths and weaknesses, and to discuss critical issues affecting, or likely to affect, the city in the future.

Developing a strong partnership at the beginning of the project is key for success. We believe our structured approach provides the most expedient course of action and provides the city a clear path to success. The five phases of the project include:

- Project Goals (Problem Understanding)
- Determine Position
- Strategy Development
- Strategic Plan
- Manage Change



Strategic project planning is the process of defining a client's strategy in pursuit of its goal. The strategic planning process allows organizations to identify their needs and entails the following steps:

1. Project Goals/Problem Understanding (2 weeks)

- a. Problem definition - The purpose of this step is to articulate the problem in the simplest terms possible. The goal is to write a full description of the problem we're seeking to solve and the requirements the solution must meet. The problem statement helps establish a consensus on what problem we are trying to solve and what resources would be required to achieve it. Joint meetings with the City Commission/CRA Board and senior City/CRA staff will provide vital inputs.
- b. Problem structuring - This is the essential problem, stated clearly and concisely. At this stage we focus on the need that's at the heart of the problem.
- c. Prioritization - Compare quantitative and qualitative information to identify the most urgent or biggest problems. At the end of this stage, the team will have identified the problems to which priority should be given based on the city's feedback.

Expected outcomes are as follows:

- City planning team member(s) identified and informed of their roles and responsibilities (West Arlington team will need an internal POC(s) in order to set meetings and navigate the organization)
- Initial planning schedule is solidified
- Collection of appropriate data relevant to the strategic project by the West Arlington team
- Communications plan that will account for internal and external stakeholder involvement. This plan will be a living document and updated throughout the project.

2. Determine Position (2 months)

- a. Identify strategic issues to address – Investigate the critical unknowns that impact the city's future. Conduct an environmental scan and analysis. The goal is to understand what is required to sustain the city.
- b. Identify opportunities and threats – Chronicle opportunities and threats which they city currently faces on a city, regional, and national/global level.
- c. Assess resident satisfaction and future demand – Using surveys, focus groups, town halls, and other feedback approaches, gauge the current level of satisfaction by the community. Ensure to engage nontraditional community members.

- d. Identify strengths and weaknesses from city employee viewpoint – Obtain insight into the strengths (what the city does well) and weaknesses (any limitations the city faces in developing or implementing a strategy). Rely heavily on city employees.
- e. Develop and present SWOT analysis – Identify all the important factors affecting the city. The goal is to build on the city’s strengths, counter it’s weaknesses, take advantage of all opportunities, and minimize all threats.

Expected outcomes are as follows:

- Research macro and micro issues impacting the city
- Document opportunities and threats
- Segment city’s stakeholders (constituents, business community, developers, etc.)
- Perform surveys and solicit feedback from external stakeholders as well as internal stakeholders (city employees, departments, executive leadership, etc.)
- Document strengths and weaknesses
- Finalize SWOT analysis
- Executive Committee review and presentation

3. Strategy Development (3 months)

- a. City of Hollywood’s key purpose – Executive agreement on what the city’s guiding purpose is and what does that look like 5 years from now.
- b. Define the city’s vision and mission statements along with core values – The West Arlington team will work with all impacted stakeholders to answer the following questions:
 - i. What makes the city stand out and what makes its future so bright?
 - ii. What does the city strive to be?
 - iii. What are the beliefs that guide the city?
- c. City’s competitive advantage – A detailed list of competitive advantages that the city has over its surrounding municipalities as well as regional, national, and global.
- d. Enterprise wide change management approach – A plan that defines activities and roles to manage and control change. During the implementation phase, the plan may require one or more revisions.

- e. Balanced scorecard creation – Develop a performance measurement framework (i.e., balance scorecard) to measure strategic activities on an on-going basis.
- f. Financial projections/targets – Defining the city’s financial goals, identifying and quantifying its available or potential resources, and devising a plan for maximizing finances and resources.

Expected outcomes are as follows:

- Capture city’s mission, vision, and organizational values statements
- Analyze and quantify the city’s competitive advantages
- Formulate the city’s enterprise wide strategies
- Finalize the strategic issues to address
- Approved change management plan
- Align strategy with any and all existing city-wide planning efforts.

4. Strategic Plan/Implementation (4 months)

- a. Set priorities – After a thorough analysis of all possible options and feedback from each stakeholder group, rank and prioritize the city’s strategic goals.
- b. Validate short-term goals (+/- 1yr.) – Establish benchmarks for the next 12 months. After consultation with the city’s executives, begin to establish how each strategic approach will be graded over the next 12 months.
- c. Create measurement system – Create a clearly defined measurement system that measures the success of each strategic objective.
- d. Connect enterprise wide goals to departments – Link strategic objectives to daily operational realities. Increase the likelihood of success by aligning appropriate departments to specific strategic objectives.
- e. Individual contributor goals – Support city management as they convert the strategic goals into individual goals. Based on position and responsibility, tailor individual activities to coincide with strategic project.
- f. Budget and PMO creation – In order to achieve strategic goals beyond consulting engagement, establish a PMO to monitor and drive the strategic activities for years to come.

- g. Action plans and delegated tasks – Detailed plan, beyond the original project plan, that provides a strategic roadmap. A roadmap with strategic milestones along with the required activities to accomplish each goal.

Expected outcomes are as follows:

- KPIs
- Short-term strategic goals
- Prioritization matrix
- PMO charter and budget
- Strategic goals mapping
- Departmental goals
- Individual contributor goals
- Online portal for employee and community participation

5. Manage Change (2 months)

- a. Roll-out strategy – A detailed step-by-step breakdown of all activities with resource assignment (Strategy leader). Requires internal and external communication.
- b. Measure and review performance – Established schedule for strategic review meetings as determined by senior leadership. Identify internal and external participants. Create dashboards for easy access by city and community stakeholders.
- c. Training – Educate management on how to manage according to the strategic goals. Provide formal and informal training to ensure alignment with strategic activities.
- d. End of year review and strategy update – A detailed analysis of yearlong strategy activities. Document lessons learned and pivot to refining strategic approach. Utilize all forms of input to reshape approach and adjust where needed.

Expected outcomes are as follows:

- Management training schedule
- Roll-out communication schedule
- Identified strategy leader/owner
- Strategy review schedule
- Strategy road-show (communicate successes to internal and external stakeholders)

Experience and Capacity to Perform

West Arlington Consulting Group has a full understanding of the commitment needed to fulfill the services requested by the city of Hollywood regarding the Consulting Services for Strategic Planning. We will rely upon our highly skilled team of consultants to satisfy the requirements and objectives highlighted in the RFQ. The core values of the West Arlington team include accountability, integrity, and innovation. We derive this commitment and dedication from years of providing excellent service to our clients. We have witnessed the outcomes of our services and have seen how they positively affect our client's organization.

In preparing this proposal, our team has carefully reviewed the RFQ requirements and has determined the appropriate approach to successfully support it. It is through this review that we have established a solid understanding of the requirements and objectives of the city of Hollywood. We have no exceptions to the requirements of this RFQ or any other attachments.

West Arlington Leadership

More Than Just Staffing – Many consulting firms in today's market are not truly consulting firms. They operate as staffing companies without any unique methodologies or intellectual capital. West Arlington offers you a consulting firm whose expertise and capabilities truly add value, rather than keep things afloat. Our clients find tremendous value in the depth of experience, perspective, and team approach that West Arlington can bring to bear in supporting them.

Quality Resource Onboarding – We believe that it is extremely important for us to consider how a new resource will impact your team. We take the necessary steps to prepare our resources for success. This takes place early in the process as we put every resource through our 6-step process. This serves as a quality control method which we require our partners to also submit their resources through. The 6-step process is as follows:

1. Roles and Responsibilities Clarification - Clear understanding of roles
2. Clearly State Expectations – Describe what success looks like on the project
3. West Arlington Handbook Review - Help to foster a sense of pride and belonging
4. Client Education – Explain client's business and identify key stakeholders
5. Hierarchal Overview – Identify touchpoints for client and West Arlington
6. Understanding of the West Arlington Way – “Innovative Ideas From Innovative People”

Management Approach - Efficiency isn't just about reducing costs; other business objectives, including service quality, still have to be achieved in order to satisfy external demands. Many consulting and staffing firms focus strictly on costs and finding the cheapest resource. Most are not aware that the client's business value can be destroyed. West Arlington believes quality is more important than cost cutting. We provide the most qualified resources even if that reduces our profit margin. Our reputation is more important than a short-term financial gain.

Confidentiality and Security – We don't take it for granted that our team will be entrusted with sensitive information. Protection of your intellectual property, sensitive data, and other access related documents are very important to us. The West Arlington team promises to abide by all city of Hollywood mandates.

Experience and Capacity to Perform

Implementation of our strategic plan will facilitate and help to transform the City of Hollywood and thus providing the community as well as city employees a world class organization. The West Arlington team, with the assistance of Access Data Supply, Neutral Grey, and Nomadic Systems possess the skills and abilities to partner with the City of Hollywood in this critical endeavor. We understand how important this project is to the long-term sustainability of the city.

The following chart summarizes our capability with the required understanding of the RFQ requirements, expertise, experience, and ability to deliver the requirements of the city.

Competencies	West Arlington	Access Data Supply	Neutral Grey	Nomadic Systems
Strategic Planning	Y	Y	Y	
Project Management	Y	Y	Y	Y
Government Experience	Y	Y	Y	Y
Marketing	Y	Y	Y	
Meeting Facilitation	Y	Y	Y	
SWOT Analysis	Y	Y	Y	
Cost Analysis	Y	Y	Y	
Software Development	Y	Y		Y
Data Analysis	Y	Y	Y	Y

Financial Management	Y	Y	Y	
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Insurance - West Arlington’s insurance carriers are the Hartford Insurance Group, both authorized insurers in the state of Florida. West Arlington is in compliance with the listed insurance requirements set forth in the RFQ.

Project Pricing

We agree to complete this engagement to our high professional standards for fees and expenses that will not exceed \$431,750. The following summarizes project costs.

Consultant	Hours	Hourly Rate	Cost
W Harrison	1000	\$ 170	\$ 170,000
S Abdool	800	\$ 135	\$ 108,000
M Grant	750	\$ 125	\$ 93,750
S Coleman	150	\$ 100	\$15,000
Fees			\$ 386,750
Expenses			\$ 10,000
TOTAL			\$ 396,750

Strategic Consulting Deliverables	Cost
Strategic Plan (Including Marketing Kit)	\$ 396,750
Online Portal	\$ 35,000
Total	\$ 431,750

In this scenario the Business Architect/Engagement Manger will dedicate the most hours to the project. The other roles will participate where we deem appropriate and where their talents will be best served. For example, the Marketing/Branding SME has an important role, but the level of involvement will fluctuate based on the phase of the project. Our labor categories include the following:

- **Business Architect / Engagement Manager (William Harrison)** - The Engagement Manager shall be responsible for implementation of the contract requirements, including all deliverables as agreed upon. As Business Architect, guide the strategic development and execution.
- **Operations SME (Sahira J. Abdool)** - The Operations Subject Matter Expert Principal Consultant is responsible for partnering with executive leaders, HR and other business leaders to develop and implement solutions that align with key business strategies and enhance organizational performance.

- **Organization Change/IT Management SME (Mary Ann Grant)** - The Organization Change/IT Management SME has experience in helping clients through their significant change events. This individual has very strong relationship building, listening, analytical, and communication skills, and the ability to create recommended approaches and solutions that enable organizations to quickly derive business value from their change initiatives.
- **Marketing/Branding SME (Stephanie Coleman)** - The Marketing/Branding SME works closely with stakeholders to establish a clear marketing strategy, work closely with internal/external stakeholders and partners to implement plans, measure results, and optimize based on learnings.

Pricing Components/Deliverables

For a full breakdown of all project activities, please reference our “Approach and Methodology” section.

This serves as a summary of the pricing components and their meaning.

- **Strategic Plan Development** - Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. A strategic plan is a document used to communicate with the organization the organizations goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise. West Arlington and its team of consultants (identified in this RFQ) will lead the City of Hollywood and all identified stakeholders through the process. The resource hours quoted above provide enough time to adequately produce a quality document and all related activities. We will also deliver a ‘Marketing Kit’ which will provide the following: Marketing Strategy; Branding; Newsletter; Marketing Guidelines/Messaging for the City of Hollywood; and Marketing Tools.
- **Online Portal** – A portal designed for both internal (city employees) and external (community organization, citizens, etc.) stakeholders. The city will direct us concerning a COTS solution or a organic solution.
- **Expenses** – We anticipate expenses associated with document preparation, meeting facilitation, community outreach, and other related activities. West Arlington will track all expenses and provide the city with an update weekly.

Optional Deliverables

The deliverables described below, in our opinion, would add to the strategic exercise in the RFQ. The two items listed would serve as boosters to the strategy we intend to develop. Also, the optional deliverables are aided by much of the activity associated with the strategic tasks. By addressing these items now, the city saves time and effort as oppose to accomplishing them separately.

- **Digital Transformation Strategy** – A complete plan focused on integrating digital technologies, such as social, mobile, analytics and cloud, in the service of transforming how the city operates. Digital strategies are a multiplier when an existing strategy is already in place. It also forces an organization to evaluate its digital fluency. Is there enough talent in place to operate under a new digital direction? Digital strategies address the increasingly blurred distinction between the online and offline worlds. We believe this deliverable will only add to the enterprise wide strategy and position the city so it's able to differentiate itself from the surrounding communities and cities in South Florida.
- **Business Intelligence (BI) / Big Data Strategy** – A succinct BI strategy can lead to the city's data being converted from mere facts into contextual understanding. Allowing the city to use this newly-acquired insight and knowledge to not only fuel decision-making, but to propel the creation of opportunities. This conversion of data into actionable intelligence is known as Business Intelligence or Big Data. We have seen aligning an organizations enterprise wide strategy with a BI strategy only makes the organization that much more powerful and cutting edge.

Optional Deliverables	Cost
Digital Transforamtion Strategy	\$ 75,000
BI/Big Data Strategy	\$ 50,000

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City of Hollywood, Florida
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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): west Arlington Consulting Grp Federal Tax Identification Number: 46-1368750

If Corporation - Date Incorporated/Organized: LLC - 2012 (MD) / 2018 transferred to (FL)

State Incorporated/Organized: Florida

Company Operating Address: 1688 Meridian Ave #700

City Miami Beach State FL Zip Code 33139

Remittance Address (if different from ordering address): N/A

City _____ State _____ Zip Code _____

Company Contact Person: William Harrison Email Address: will@waconsultgroup.com

Phone Number (include area code): 786 655 8387 Fax Number (include area code): /

Company's Internet Web Address: www.waconsultgroup.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.

[Signature] Feb. 11, 2019
Bidder/Proposer's Authorized Representative's Signature: Date

Type or Print Name: William Harrison

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 FORM THE AWARD PROCESS.

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City of Hollywood, Florida
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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.



SIGNATURE

William Harrison
PRINTED NAME

West Arlington Consulting Grp
COMPANY OF NAME

Feb. 11, 2019
DATE

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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NONCOLLUSION AFFIDAVIT

STATE OF: Florida

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

- (1) He/she is Owner of West Arlington Consulting Corp 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) [Signature] Principal Consultant
Title

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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**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 William Harrison/owner for West Arlington Consult Group
(Print individual's name and title) (Print name of entity submitting sworn statement)
whose business address is 1688 Meridian Ave # 700 Miami Beach, FL 33139
and if applicable its Federal Employer Identification Number (FEIN) is 46-136250 If the entity has no FEIN,
include the Social Security Number of the individual signing this sworn statement.

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

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

4. I understand that "Affiliate," as defined in paragraph 287.133(1)(a), Florida Statutes, means:

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

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

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

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

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

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

January 13, 2019

City of Hollywood, Florida
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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.



(Signature)

Sworn to and subscribed before me this 2nd day of February, 2019.

Personally known _____

Or produced identification H625 9287 5094 Notary Public-State of FLORIDA

FLORIDA DRIVER'S LICENSE my commission expires _____
(Type of identification)





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

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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:

West Arlington Consulting Group
1688 Meridian Ave #700
Miami Beach, FL 33139

Application Number and/or Project Name:

Strategic Consulting Services

Applicant IRS/Vendor Number: 46-1368250

Type/Print Name and Title of Authorized Representative:

William Harrison

Signature:  Date: Feb. 11, 2019

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

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Solicitation # RFQ-4603-19-AP

DRUG-FREE WORKPLACE PROGRAM

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

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

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



 VENDOR'S SIGNATURE

William Harrison

 PRINTED NAME

West Arlington Consulting Grp

 NAME OF COMPANY

January 13, 2019

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.

 SIGNATURE	<u>William Harrison</u> PRINTED NAME
<u>West Arlington Consult'g Grp</u> NAME OF COMPANY	<u>Principal Consultant</u> 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: ADSI

Firm giving Reference: Peloton

Address: 10101 Southwest Freeway, Suite 400, Houston, Texas 77074

Phone: 512-299-3442

Fax: N/A

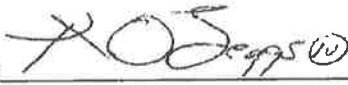
Email: richard.beggs@thepelotongroup.com

1. **Q: What was the dollar value of the contract?**
A: Varies. Have worked with ADSI since 2005 with value of contracts in excess of \$1M.
2. **Q: Have there been any change orders, and if so, how many?**
A: None except those approved and/or initiated by client. Change orders have been rare.
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 – they are an on-going partner for us.
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: Dependable partner for SAP Staffing.

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 Beggs

Title: Partner

Signature: 

Date: 2/4/19

January 13, 2019

City of Hollywood, Florida
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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: WEST ARLINGTON CONSULTING GROUP

Firm giving Reference: MAGIC HAT CONSULTING

Address: 455 PENNSYLVANIA AVE, FT. WASHINGTON PA

Phone: BROAD (215) 540-1200 (EXT 18) 19034

Fax: (215) 540-1800

Email: bnorris@magic.hatconsulting.com

- 1. Q: What was the dollar value of the contract?
A: \$392,000
- 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
- 7. Q: Is there anything else we should know, that we have not asked?
A: NO

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: Bob Norris
Title: PRINCIPAL - PROCESS TRANSFORMATION

Signature: [Handwritten Signature] Date: 2/4/2019

January 13, 2019

City of Hollywood, Florida
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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: Neutral Grey, LLC / Stephanie Coleman

Firm giving Reference: Houston Health Department

Address: 8000 N. Stadium Dr., 3rd floor, Houston, TX 77054

Phone: Office 832-393-4702


Fax: Fax 832.393.5271

Email: barry.barnes@houstontx.gov

- 1. **Q:** What was the dollar value of the contract?
A: 24 month / 150,000 / consulting agency
- 2. **Q:** Have there been any change orders, and if so, how many?
A: yes. scope of work expanded over course of contract agreement. 3+
- 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: n/a. excellent agency to collaborate with broad scope of capabilities and expertise.

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: Barry Barnes
Title: Director's Office, Office of Program Support, Administrative Coordinator

Signature:  Date: 2/1/2019

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: West Arlington Consulting Group

Firm giving Reference: RS Consulting Services LLC

Address: 2318 Copper Springs drive, Reno, NV - 89521

Phone: 75-230-9871

Fax: _____

Email: ramesh.segu@rsconsultservices.com

1. **Q:** What was the dollar value of the contract?
A: **\$95,360**
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**
7. **Q:** Is there anything else we should know, that we have not asked?
A: **Excellent service.**

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: Ramesh Segu
Title: Managing member

Signature:  Date: _____
02/04/2019