

City of St. Petersburg
Budget, Finance, and Taxation Committee
April 27, 2023 – 10:50 AM
City Hall, Room 100

Members: Committee Chair Copley Gerdes, Committee Vice-Chair Deborah Figgs-Sanders, Council Member Ed Montanari, and Council Member Richie Floyd

Alternate: Council Member Lisset Hanewicz

Support Staff: Jayne Ohlman – Senior Legislative Aide

1) Call to Order

2) Approval of Agenda

3) Approval of April 13, 2023 Minutes

4) New Business – April 27, 2023

- a) 2023 Management Evaluation: Review and Short-List RFP Proposals for a Management Evaluation of the Planning & Development Services Department – *Sakha Reed, Senior Procurement Analyst, and Boriana Pollard, City Auditor*

Attachments

- 1) Management Evaluation Process Chart
- 2) Memorandum & Management Evaluation Summary Matrix
- 3) 65th North Group Proposal
- 4) Matrix Consulting Group Proposal
- 5) MGT of America Consulting Proposal

Upcoming Meeting Dates & Tentative Agenda Items

May 11, 2023

- a) Second Quarter Financial Reports – *Liz Makofske, Budget & Management Director, and Anne Fritz, Chief Financial Officer*

May 25, 2023

- a) Planning & Development Services Management Evaluation Proposals: Short-List Presentations and Recommendation to City Council – *Sakha Reed, Senior Procurement Analyst, and Boriana Pollard, City Auditor*

General Attachments:

Minutes of the April 13, 2023 BF&T Committee Meeting
Pending and Continuing Referral List
Weeki Wachee Project List
Agenda Item Support Material

City of St. Petersburg
Budget, Finance and Taxation Committee
April 13, 2023 Meeting Minutes
City Hall, Room 100

Present: Committee Chair Copley Gerdes, Committee Vice-Chair Deborah Figgs-Sanders, Council Member Ed Montanari, Council Member Richie Floyd, and Council Member Lisset Hanewicz (Alternate)

Absent: None

Also Present: Assistant City Administrator Tom Greene, Chief Assistant City Attorney Jeannine Williams, Budget and Management Director Liz Makofske, Grants Officer Shrimatee Ojah Maharaj, Strategic Grants and Infrastructure Implementation Manager Jennifer Artiaga, Small Business Liaison Manager Tracey Smith, Economic Development Analyst Eric Lavina, Economic Development Specialist Natalie Fisher, and Assistant City Clerk Patty Beliveau.

Support Staff: Jayne Ohlman – Senior Legislative Aide

- 1. Call to Order** – 10:50 AM
- 2. Approval of Agenda** – CM Montanari motioned for approval. All voted in favor.
- 3. Approval of March 23, 2023 Minutes** – CM Montanari motioned for approval. All voted in favor.
- 4. New Business – April 13, 2023**

Quarterly Grants Report (Q1 & Q2) – *Liz Makofske, Budget and Management Director, and Shrimatee Ojah-Maharaj, Grants Officer*

Assistant City Administrator Tom Greene began by introducing Jennifer Artiaga, the new Strategic Grants and Infrastructure Implementation Manager. Mr. Greene explained that Ms. Artiaga and the Government Affairs team would work to build a strategic grant management program to leverage infrastructure funding opportunities. In addition, Mr. Greene noted that Ms. Artiaga's position is one of two needed to round out the Grants Office staffing, with the Grant Writer position yet to be filled.

Budget and Management Director Liz Makofske provided the committee with a summary of the major grants received during the first and second quarters of Fiscal Year 2023.¹ Ms. Makofske stated that the City was awarded 12 grants totaling \$6,058,783 for the first quarter and seven grants totaling \$9,138,411 for the second quarter.² Overall, the City received 19 grants totaling \$15,197,194 for the first and second quarters of FY 2023.³

The grants received during the first quarter include three Housing and Development (HUD) grants totaling \$2,882,441; one State Housing Initiative Program (SHIP) grant for \$2,497,889; two FL Department of Financial Services grants totaling \$30,718; two Department of Justice (DOJ) grants totaling \$265,005; one FL Department of Transportation (FDOT) Public Transit grant for \$42,000; one AAA Traffic Safety grant for \$5,000; one AETNA grant for \$17,000; and one Federal Emergency Management Agency (FEMA) grant for \$318,730. The grants received during the second quarter

¹ The first quarter covers the period of October 1, 2022 through December 31, 2022 and the second quarter covers the period of January 1, 2023 through March 31, 2023.

² By comparison, in FY 2022, the city received nine grants totaling \$8,021,832 for the first quarter and eight grants totaling \$1,420,339 for the second quarter.

³ By comparison, in FY 2022, the city received 17 grants totaling \$9,442,171 for the first and second quarters of FY 2022.

include two FDOT grants totaling \$441,315; two Department of Treasury grants totaling \$5,002,286; one FL Department of Health grant for \$903,598; one HUD CDBG-MIT, pass-thru FL Department of Economic Opportunity, grant for \$2,034,517; one National League of Cities grant for \$35,000; one FDOT grants totaling \$1,159,500; and one AARP grant for \$3,510. Ms. Makofske noted that the City did not apply for three of the 23 grants reviewed by the Grants Working Group during the first and second quarters. Of the 20 grants applied for, the City received four, did not receive five, and is awaiting the status of eleven.

Regarding the vacant Grant Writer position, Council Member Montanari asked how the role differs from the grant writer utilized for the Infrastructure Investment Jobs Act grant. Mr. Greene responded that the City currently utilizes an outside grant writer, but the plan is to bring that position in-house to better serve the City and its goals.

Next, CM Montanari asked if there was a specific reason the City did not receive the FEMA grant for the design and construction of a pumping station on Appian Way NE in Snell Isle. Grants Officer Shrimatee Ojah-Maharaj explained that the required benefit-cost analysis was insufficient to secure the grant for the specific project.

Quarterly Small Business Enterprise (SBE) Quarterly Reports (Q1 & Q2) – Tracey Smith, Small Business Liaison Manager, and Eric Lavina, Economic Development Analyst

Small Business Liaison Manager Tracey Smith presented the committee with the Small Business Enterprise (SBE) program's quarterly report and spending data. Ms. Smith began by reminding the committee of the SBE program's mission. To foster economic growth and allow participation in City construction projects and the procurement of goods and services while allowing smaller businesses to gain exposure to large-scale projects and experience working alongside big firms.⁴ Eligibility criteria for SBEs are: Independently owned, operated, and controlled; not dominant in its field of operation; serves a commercially useful function; has been in operation for one year; must be based in Pinellas, Hillsborough, Pasco, Manatee, or Polk Counties; and defined as an SBE local small business.⁵

Economic Development Analyst Eric Lavina provided the committee with an overview of the first and second-quarter SBE spending data for FY 23. Mr. Lavina noted that as of the end of the second quarter, there are 243 certified SBEs.⁶ Mr. Lavina stated that the total SBE spend was \$3.04 million, representing about 2.3% of the City's total spending of \$132.3 million.⁷ In addition, Mr. Lavina noted that the tier-two spending data totaled \$573,380 for the reporting period, resulting in a total of \$3.61 million. Mr. Lavina defined tier-one spending as direct city-to-vendor contracting. In contrast, tier-two spending reflects qualified SBE participation through subcontractors.

Mr. Lavina continued with an update on the reporting efforts to accurately capture addressable and non-addressable spending data. Addressable spending is the total amount that could benefit from procurement oversight. Nonaddressable spending includes required payments such as insurance and utility payments. Mr. Lavina stated that a collaborative effort between the Procurement and Technology departments is ongoing. Finally, Mr. Lavina and Ms. Smith provided updates on the outreach efforts to increase SBE participation and retention and improve stakeholder engagement efforts.

⁴ Current SBE program goals are outlined in City Code § 2-231(c), and participation percentages for all contracts to which the City is a party are 14% unless increased or decreased by City Council. (Ord. No. 378-H, 8-15-2019)

⁵ SBE Local Small Businesses are defined as having 50 full-time employees, or less; and have annual sales volume of \$5 million or less for goods and services, or \$8 million or less for construction.

⁶ A decrease from 249 certified SBEs at the end of FY 22.

⁷ The percentage of SBE spend only accounts for tier-one spending.

Pointing to the 14% SBE participation goal, CM Montanari inquired if the City Administration planned to revisit the goal and adjust it to a more achievable percentage. Mr. Greene responded that there are and have been discussions concerning amending the ordinance to change the participation goal. However, he explained that the staff would like to see how the improved reporting efforts noted by Mr. Lavina affect the participation percentage, as it will more than likely bring the SBE percentage closer to the 14% goal.

Vice-Chair Figgs-Sanders asked Mr. Greene to elaborate on the increased collaboration between the Greenhouse and the Office of Supplier Diversity (OSD). Mr. Greene responded that the OSD houses the contract compliance division and is better equipped to certify and track SBE data, while the Greenhouse will continue to perform outreach and serve as the forward-facing liaison to the small business community.

CM Gerdes asked for the City's total number of vendors in construction and goods and services and if the percentage of dollars spent is comparable to SBE spending. Mr. Greene responded that he would follow up with those answers.

CM Gerdes adjourned the meeting at 12:02 PM.

Budget, Finance, & Taxation Committee Pending & Continuing Referral List						April 27, 2023	
	Topic	Return Date	Referral Date	Prior Meeting	Referred by	Staff	Notes
1	2023 Management Evaluation - Review and Shortlist RFP Proposal(s) for a Management Evaluation of the Planning & Development Services Dept.	4/27/2023 (Review/Shortlist) 5/25/2023 (Presentations/Recs)	Annual	10/27/2022, 1/26/2023	Resolution 2012-271	Sakha Reed, Boriana Pollard	10/27/2022 - Committee agreed to move forward with evaluations of the Planning & Development Services Department and the Finance Department. 1/26/2023 - Committee recommended to the full City Council to move forward with one management evaluation for the Planning & Development Services Dept.
2	2023 Quarterly Financial Reports	Q2 - 5/11/2023 Q3 - 8/10/2023 Q4 - 11/9/2023	Quarterly	Q1 - 2/9/2023	City Fiscal Policies (Resolution 2009-247)	Anne Fritz, Liz Makofske	
3	Quarterly American Rescue Plan Act (ARPA) Funds Update	Q2 - 5/11/2023 Q3 - 8/10/2023 Q4 - 11/9/2023	8/18/2022	Q1 - 2/9/2023	City Council	Tom Greene, Liz Makofske	
4	FY24 Utility Rate Program	6/15/2023	Annual	6/16/2022	City Council	Angela Miller	
5	SPTO Management Evaluation - Progress Updates	7/13/2023		1/28/2021 10/28/2021 5/26/2022	BF&T	Claude Tankersley	
6	Annual Review of the City's Fiscal Policies	8/10/2023	7/7/2022	7/14/2022	City Fiscal Policies	Liz Makofske, Anne Fritz	
7	2024 Management Evaluation Discussion	10/12/2023	Annual		Resolution 2012-271	Boriana Pollard	
8	Grants - Quarterly Report	10/26/2023	Quarterly	4/13/2023 Q1 & Q2	City Council	Shrimatee Ojah-Maharaj	
9	SBE Contracts - Quarterly Report	10/26/2023	Quarterly	4/13/2023 Q1 & Q2	Ordinance 378-H	Tracey Smith	
10	FY 2023 Budget Clean-Up	11/9/2023	Annual	11/10/2022	Florida Statutes § 166.241	Liz Makofske	
11	2023 Health Insurance Renewal - Status Update on Current Year Health Plan	12/7/2023	Annual	12/8/2022	BF&T	Jason Hall, Chris Guella	
12	Apprentice & Disadvantaged Workers Annual Update	12/7/2023	Annual	12/8/2022	Ordinance 378-H	Latasha Binder, Stephanie Swinson	
13	Discussion of an Ordinance Granting Ad Valorem Tax Exemptions for Portions of Property Used to Provide Affordable Housing & Meet Certain Requirements	TBD	4/6/2023	—	Brandi Gabbard		

14	Discussion on Co-Op Grocery and Businesses	TBD	9/24/2020 (COW)	—	John Muhammad		1/26/2023 - Chair Gabbard requested that the sponsorship of this item be placed under CM Muhammad moving forward.
15	Review the dollar threshold set forth in Section 2-205 (Approval Authority) of the St. Petersburg City Code to determine if such threshold remains appropriate	TBD	7/15/2021	12/9/2021	Ordinance 466-H	Tom Greene	12/9/2021 - Committee voted to maintain the \$75,000 threshold for Council approval authority and to review again in six months
16	2024 Property Insurance Renewals	March 2024	Annual	3/9/2023	City Code § 2-202, City Council	Blaise Mazzola, Chris Guella	
17	FY 2023 External Audit	March 2024	Annual	3/23/2023	City Code § 4.05, Florida Statutes § 218.32	Anne Fritz	

Upcoming 2023 BF&T Dates: 5/11, 5/25, 6/15, 7/13, 7/27, 8/10, 8/24, 9/14, 9/28, 10/12, 10/26, 11/9, 12/7

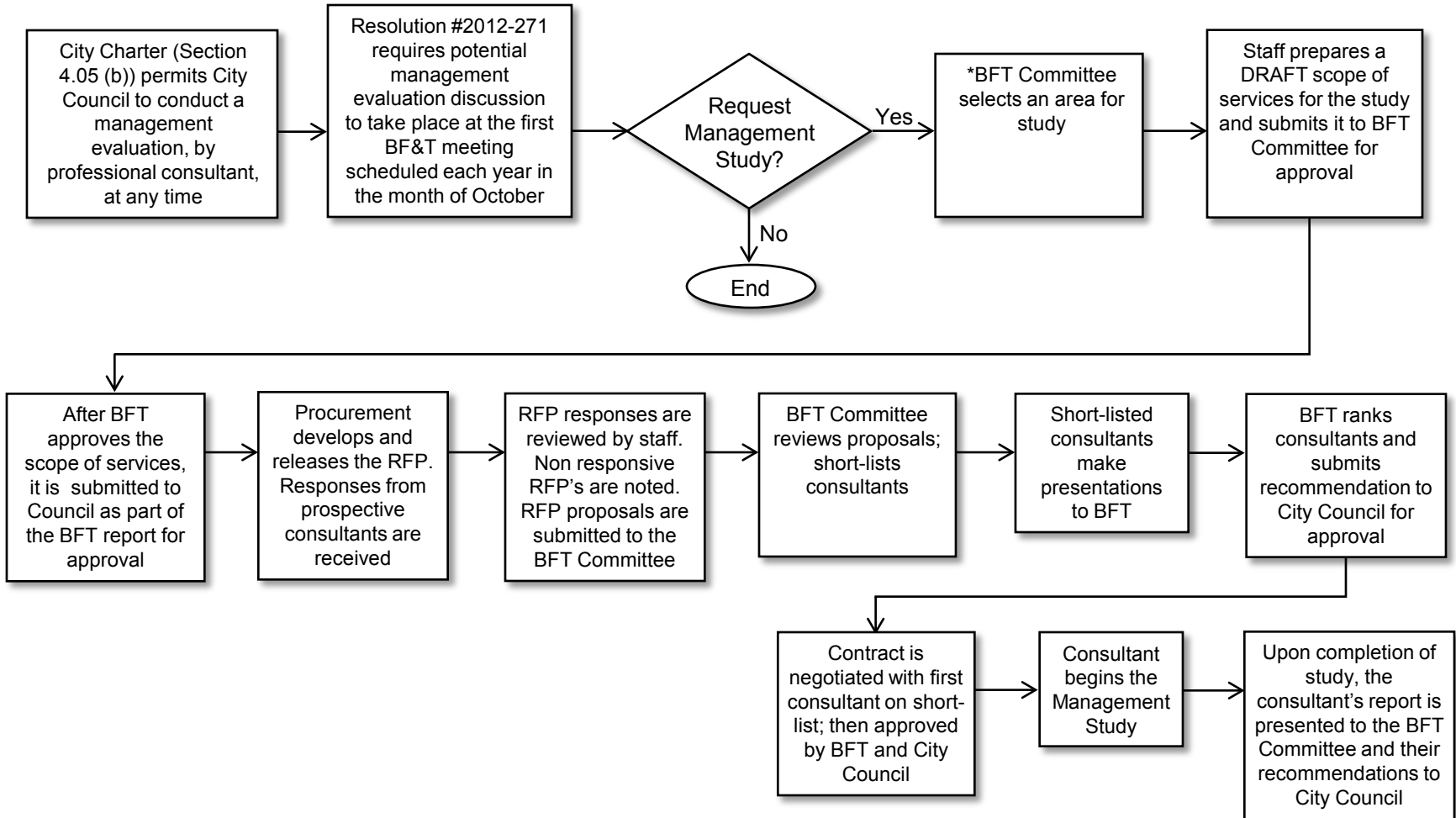
Updated: 4/21/2023

**BUDGET, FINANCE & TAXATION COMMITTEE
WEEKI WACHEE PROJECT LIST**

April 27, 2023

TOPIC	DATE REFERRED	REFERRED BY	RETURN DATE	STAFF RESPONSIBLE	SPECIAL NOTES
Jack Puryear Park Expansion Project	March 12, 2020	Montanari		Mike Jefferis	
Carter G. Woodson African American Museum – Outdoor Event Green Space Beautification Project	August 5, 2021	Figgs-Sanders		David Wirth Chris Ballestra	

City of St. Petersburg MANAGEMENT EVALUATION PROCESS January 2023



* In 1999, City Council delegated to the Budget, Finance and Taxation Subcommittee the responsibility to evaluate alternative areas for study and make recommendations to City Council for their consideration and approval.



To: Budget, Finance & Taxation Committee
From: Boriana Pollard, City Auditor
Date: April 18, 2023
Re: **MANAGEMENT EVALUATION - P&DS DEPARTMENT
PROPOSAL EVALUATION - SUMMARY MATRIX**

On March 7, 2023, at City Council's request, an RFP was issued for a Management Evaluation of the Planning and Development Services Department. In response to that RFP, the City has received proposals from the following firms:

- 65th North Group, LLC
- Matrix Consulting Group, Ltd
- MGT of America Consulting, LLC

The Budget, Finance & Taxation Committee is scheduled to discuss and evaluate these proposals (attached) on Thursday, April 27, 2023.

To assist in your review, I have attached a Summary Matrix showing an analysis of selected areas from each proposal. This matrix is based entirely on the Audit and Procurement departments' analysis and should not be utilized in lieu of your review of each firm's proposal. As you review the proposals, please feel free to compare pertinent information with the Summary Matrix; however, you should draw conclusions based on your evaluation and analysis of the proposals.

The evaluation criteria, as presented in the RFP, are as follows: experience of the firm; qualifications and technical competence; capacity to accomplish the work; past performance on similar contracts; cost or price.

If you have any questions, please call me at x7510.

Attachments

cc City Council Members
Mayor Kenneth T. Welch
Rob Gerdes, City Administrator
Tom Greene, Assistant City Administrator
Jackie Kovilaritch, City Attorney
Jeannine Williams, Chief Assistant City Attorney
Stephanie Swinson, Procurement and Supply Management Director



City of St. Petersburg
Office of the City Auditor
P.O. Box 2842
St. Petersburg, FL 33731-2842
O: 727-893-7436

City of St. Petersburg
RFP No. 8610 Management Evaluation-P&DS Department
Due Diligence Results
Summary Matrix

Office of the City Auditor and Procurement and Supply Management Department

	65th North Group, LLC	Matrix Consulting Group, Ltd.	MGT of America Consulting, LLC
QUALIFICATIONS & EXPERIENCE			
Company Ownership	LLC	Corporation	Incorporated
State & Date of Incorporation	Florida, 2018	California, 2003	Florida, 1974
Registered with State of Florida Dept of State	Yes	Yes	Yes
Federal ID Number	83-1158234	05-0545979	81-0890071
Location of Company Headquarters	Tampa, FL	San Mateo, CA	Tampa, FL
Location of Office Overseeing Service to the City	Tampa, Florida	San Mateo, CA Also have offices in Florida, Illinois, North Carolina, Oregon and Texas	Tampa, FL
Project team members assigned to project	65th NG - 5	MCG - 7, Management Partners - 1	MGT of AC - 3, Management Partners - 3
Resumes included for Key Project Team members	No - Only the Project Manager Resume is included	Yes	Yes
Point of Contact for Agreement	David M. Ross, President & CE	Richard P. Bradley, President	Patrick Dyer, Vice President
Project Manager	David M. Ross, PhD, CFE,CICA,ICMA-CM	Aaron Baggarly, AICP	Bruce Cowans, Vice President
Number of years operated under this name	5 years	20 years	7 years
Length of time Offeror providing services per the RFP	5 years	20 years	48 years
Joint Venture or Sub-Contractor	No	John Osbourne, AICP of Green Street and Associates will team with Matrix Consulting Group. "John Osbourne has extensive experience with Florida development review and planning operations. John formally served as the Planning Director and Assistance County Manager for Manatee County. John will serve as technical advisor and alayst on this engagement and be an embedded team member. He will be responsible for conducting staff and stakeholder interviews, workload, process, and staffing analysis, and provide analysis for all project tasks."	Public Sector Performance Associates (PSPA) will team with MGT America Consultants, LLC."PSPA is a Florida Woman and Small Business enterprise founded in 2015 with the express goal of serving the performance and compliance auditing service needs of public sector organizations, with an impactful service approach. the firm is registered as a small business enterprise in Pinellas County. PSPA has experience locally in improving the performance of local governments and has worked with development services clients."
PRELIMINARY DUE DILIGENCE			
Cover Letter, signed & authorized	David M. Ross, President & CE	Richard P. Bradley, President	Patrick Dyer, Vice President
Meets all proposal requirements	No, per Section E proposal requirements, E(5), only one resume was submitted and we cannot determine if there will be a substitute project manager assigned in the event the project manager needs to step away from the project, and therefore cannot determine if the project will stay on schedule and meet all required deliverables of the contract.	Yes	Yes
Acceptance of Base Agreement	No Exceptions	No Exceptions	No Exceptions
Trade Secrets and/or Confidential and/or Proprietary	No	No	No
Minimum 3 References Provided	Yes. Two in Florida	Yes. Two in Florida	Yes. One in Florida
Litigation/disputes or breached contracts	None	"Neither the firm or any member of the proposed team to be assigned to this engagement has been involved in claims or litigation with Federal, State or Local Government, or Private Entity during the last five years."	None
COSTS			
Management Evaluation fixed fee	\$69,685	\$125,900.00	\$142,170.00
Alternate #1: Employee Survey fixed fee	\$14,810	\$16,100.00	\$27,360.00
Total Costs	\$84,495	\$142,000.00	\$169,530.00

65th North Group Proposal



Solicitation No. 8610: Quote 13288

1.1 General Information

Title **RFP No. 8610: Management Evaluation of Planning and Development Services**
 Dept **Dept**
 Description **918-06: Consulting Services, Management Evaluation of Planning and Development Services Department.**

Preview Date **07-MAR-2023 15:44:20** Open Date **07-MAR-2023 15:44:20**
 Close Date **11-APR-2023 15:01:00** Award Date **Not Specified**
 Time Zone **Eastern Time** Buyer **Reed, Sakha**
 Quote Style **Sealed** Email **Sakha.Reed@stpete.org**
 Outcome **Standard Purchase Order**

Note Deadline for Proposals: 3:00 p.m., Tuesday, April 11, 2023.

All questions should be submitted no later than 12 noon, Thursday, March 30, 2023 to Sakha Reed, Senior Procurement Analyst, at sakha.reed@stpete.org or through Online Discussions through the online sourcing site.

Offerors must attach all required forms as one single PDF. Trade Secrets, Confidential or Proprietary Information must be included as a separate attachment labeled "Trade Secrets".

Enter the dollar amount of the Base Scope of Services as fee in the Lines tab. Do not include the additive alternatives in your online fee.

1.2 Terms

Ship-To Address	CITY HALL - CC CITY COUNCIL - CITY HALL - SECOND FLOOR CITY OF ST PETERSBURG 175 5TH ST N Saint Petersburg, FL 33701 United States	Bill-To Address	ACCOUNTS PAYABLE FINANCE DEPARTMENT ACCOUNTS PAYABLE CITY OF ST PETERSBURG PO BOX 1257 Saint Petersburg, FL 33731 United States
Payment Terms	NET 30	Carrier	Common Carrier
FOB	FOB Destination	Freight Terms	Prepaid
Currency	USD (US Dollar)	Price Precision	2
Response Valid Until		Reference Number	

1.3 Requirements

Section A - Profile
1. Company name (full legal name). Type <i>Your response value:</i>

Section A - Profile
65th North Group LLC
2. Federal identification number. Type
..... <i>Your response value:</i> 83-1158234
3. Headquarters - street address, telephone, P.O. Box, zip code, and state. Type
..... <i>Your response value:</i> 100 S. Ashley Drive, Suite #699 Tampa, FL 33602 (813) 397-3816
4. Company ownership. If incorporated, the state and date of incorporation. Type
..... <i>Your response value:</i> LLC
5. Year the company was founded. Type
..... <i>Your response value:</i> 2018
6. Address and phone number of the office providing the service. Type
..... <i>Your response value:</i> 100 S. Ashley Drive, Suite #699 Tampa, FL 33602 (813) 397-3816
7. Name, phone number, email and title of contact person. This person must be capable of committing the company to an agreement with the City. Type
..... <i>Your response value:</i> David Ross (480) 386-5344 dross@65thnorth.com President & CEO
8. Number of years company has operated under this name. Type
..... <i>Your response value:</i> Six (6)
9. Brief description of the nature of the company's business. Type
..... <i>Your response value:</i> Government consulting firm specializing in organizational and staffing assessments.
10. Number of years company has been in present business. Type
..... <i>Your response value:</i> Six (6)
11. Type of business organization (Sole Proprietorship, Partnership, Corporation, Limited Liability

<p>Section A - Profile</p> <p>Company). If this is to be a joint venture or sub-contractors will be used, give name and address of firm(s). Type</p> <p>.....</p> <p><i>Your response value:</i> LLC</p>
<p>12. Company's bank of record. Type</p> <p>.....</p> <p><i>Your response value:</i> Wells Fargo</p>
<p>13. Is the offeror registered with the Florida Department of State, Division of Corporations (Sunbiz). Type</p> <p>.....</p> <p><i>Your response value:</i> Yes</p>
<p>14. Describe any litigation that the offeror has been a party to in the last five years where it was alleged that the offeror breached a contract for similar services with a client/customer and describe any contracts for similar services that the offeror failed to complete for similar services. Describe the facts and status of any such litigation or contract. Type</p> <p>.....</p> <p><i>Your response value:</i> None</p>
<p>15. Identify any government entity that has debarred or otherwise prohibited the offeror from responding to its competitive solicitations within the last five years. Describe the circumstances surrounding such debarment or other prohibition. Type</p> <p>.....</p> <p><i>Your response value:</i> None</p>
<p>16. Is your firm a City certified Small Business Enterprise (SBE)? (Y/N) Type</p> <p>.....</p> <p><i>Your response value:</i> No</p>
<p>Section B - Requirements</p> <p>1. Acceptances Period Unless otherwise specified herein, the proposal shall be in effect for a period of not less than ninety (90) days. Type</p> <p>.....</p> <p><i>Your response value:</i> Agreed</p>
<p>2. Cash Discount Will you offer 2% 10 days cash discount for early payment. (Y/N) Type</p> <p>.....</p> <p><i>Your response value:</i> No</p>
<p>3. E-Verify The offeror acknowledges that it has read, understands and will comply with Florida Statute section 448.095 pertaining to required use of the U.S. Department of Homeland Security's E-Verify system. Should the City terminate the contract with the offeror for violation of s. 448.09(1), offeror may not be awarded a contract with the City for at least one year.</p>

Section B - Requirements
Type
.....
<i>Your response value:</i> Acknowledged
Section C - Public Records Laws
Please respond yes or no to the questions below.
.....
Type No Response Required
1. The offeror acknowledges that its offer is subject to Public Records laws (Chapter 119, Florida Statutes. (Y/N) Type
.....
<i>Your response value:</i> Acknowledged
2. Has the offeror identified any trade secrets or confidential information in its proposal? (Y/N) Type
.....
<i>Your response value:</i> No
Section D - Exceptions
1. The offeror certifies that it takes no exceptions to the requirements, terms and conditions of the solicitation. (Y/N) Type
.....
<i>Your response value:</i> We take no exceptions
2. If exceptions are taken, specify in the space below. Type
.....
<i>Your response value:</i> NA
Section E - Request for Proposal - Submittal Response
Please see Section 1.4, Attachments - Section E, Proposal Requirements.
.....
Type No Response Required
Section F - Living Wage
1. Provide the number of full-time employees directly on offeror's payroll as of proposal date. Type
.....
<i>Your response value:</i> Two (2) full time employees. We are a family-owned firm with two full time employees and several part time staff who work on a per agreement basis. These part time employees have all worked with the firm's owner for many years.
2. Does offeror agree to comply with the Living Wage requirements set forth in the St. Petersburg City Code? (Y/N) Type
.....
<i>Your response value:</i> Yes

1.4 Attachments

1.4.1 Buyer Attachments

Name	Data Type	Description
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Name	Data Type	Description
RFP 8610 Agreement	File	RFP 8610 Agreement
RFP 8610 Scope of Services, Appendix A	File	RFP 8610 Scope of Services, Appendix A
RFP 8610 Fee Summary, Appendix B	File	RFP 8610 Fee Summary, Appendix B
RFP 8610 Proposal Requirements, Section E	File	RFP 8610 Proposal Requirements, Section E

1.4.2 Supplier Attachments

Name	Data Type	Description
Technical Proposal	File	2023-04-09 18:00:09 City of St Petersburg, FL TECHNICAL PROPOSAL.pdf (Size :565195)
Cost Proposal	File	2023-04-09 17:07:03 City of St Petersburg, FL Cost Proposal.pdf (Size :483890)

2 Price Schedule**2.1 Line Information**Response Total (USD) **84,495.00**

Line	Item, Rev	Target Quantity	Unit	Response Price	Amount	Promised Date
1 Management Evaluation Study of Planning & Development Services Dept., enter lump sum equal to Base Scope of Services on Appendix B Fee Summary				84,495.00	84,495.00	22-SEP-2023 21:05:54

Contract Terms and Conditions

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City of St Petersburg Solicitation Documents

PART A

Part A

The Header tab of this solicitation contains Appendix A, B, Section E and Agreement as attachments. Please access these for further detail pertaining to the specifics of this RFP.

PART B

Instructions to Offerors and General Provisions

Instructions to Offerors and General Provisions

1. Intent

The city of St. Petersburg, Florida ("City") invites qualified firms to submit proposals for Management Evaluation of the Planning and Development Services Department.

2. Required Review

Offers are required to carefully review this solicitation for defects and questionable or objectionable matter. Comments concerning defects and objectionable material must be made in writing to the procurement analyst and received by the City at least 10 days before the proposal closing. This will allow issuance of any necessary addendum. It will also help prevent opening a defective solicitation and exposure of offeror's proposals upon which an award could not be made. A protest based on omission or error, or on the content of the solicitation, will be disallowed if these faults have not been brought to the attention of the City, in writing, at least 10 days before the time set for closing.

3. Preparation of the Proposal

Offerors are expected to examine this solicitation and all related documents. Failure to do so is at the Offeror's risk. Each Offeror shall furnish the information required by this solicitation.

The Offerors shall retain a copy of all documents for future reference. All proposals must be submitted with the company or firm's legal name and by an officer or employee having authority to bind the company or firm by his or her signature, and provide proof of such authority with its proposal.

4. Questions Received Prior to Closing of Solicitation

All questions must be in writing and emailed to the Procurement Analyst. Telephone conversations must be confirmed in writing. Questions that may be answered by directing the questioner to a specific section of the solicitation may be answered over the telephone or by email. More complex questions may require a written addendum to the solicitation.

5. Amendments

When an amendment is issued it will be posted on the City's website at <http://www.stpete.org/internal-bids.php> for download by Offerors and will be provided to all Offerors on the invitation list. Offeror must submit its proposal in response the most current version of the solicitation as amended, if applicable.

6. City Not Responsible for Preparation Costs

The City will not pay any costs associated with the preparation, submittal, presentation or evaluation of any proposal.

7. Submission or Receipt of Proposals

Proposals will be received through the City's online bidding system no later than:

Time: 3:00 p.m. (EST) Date: Tuesday, April 11, 2023

E-mail proposals will not be considered; however, proposals may be modified online provided such notices are received prior to the hour and date specified above.

Late proposals and modifications might not be considered. Failure to follow the instructions in this solicitation is cause for rejection of offer.

8. Information Designated a Trade Secret and/or Confidential and/or Proprietary

All proposals (including all documentation and materials attached to proposals or provided in connection with this solicitation) submitted to the City are subject to Florida's public records laws (i.e., Chapter 119, Florida Statutes), which requires disclosure of public records, unless exempt, if a public records request is made. Proposals (including all documentation and materials attached to proposals or provided in connection with this solicitation (even if in a separate electronic file) submitted to the City cannot be returned. **DO NOT LIST YOUR ENTIRE PROPOSAL AS TRADE SECRET AND/OR CONFIDENTIAL.** The City will not consider proposals if the entire proposal is labeled a Trade Secret and/or Confidential and/or Proprietary.

If Offeror believes that its proposal contains information that is a trade secret (as defined by Florida law) and/or information that is confidential and/or proprietary and therefore exempt from disclosure then such information must be submitted in a separate electronic file and comply with the following requirements. In addition to submitting the information in a separate or electronic file, Offeror must include a general description of the information designated as a trade secret and/or confidential and/or proprietary and provide reference to the Florida statute or other law which exempts such designated information from disclosure in the event a public records request.

The City does not warrant or guarantee that information designated by Offeror as a trade secret and/or confidential and/or proprietary is a trade secret and/or confidential and/or proprietary and exempt from disclosure. The City offers no opinion as to whether the reference to the Florida statute or other law by Offeror is/are correct and/or accurate. Please be aware that the designation of information as a trade secret and/or confidential and/or proprietary may be challenged in court by any person or entity. By designation of information as a trade secret and/or confidential and/or proprietary Offeror agrees to defend the City, its employees, agents and elected and appointed officials ("Indemnified Parties") against any and all claims, demands and actions (whether or not a lawsuit is commenced) arising out of or in connection with Offeror's designation of information as a trade secret and/or confidential and/or proprietary and to hold harmless the Indemnified Parties for any award to a plaintiff for damages, costs and attorneys' fees, and for costs and attorneys' fees (including those of the City Attorney's office) incurred by the City by reason of any claim, demand or action arising out of or related to Offeror's designation of information as a trade secret and/or confidential and/or proprietary.

Failure to comply with the requirements above shall be deemed as a waiver by Offeror to claim that all additional information in its proposal is a trade secret and/or confidential and/or proprietary regardless if such information is labeled trade secret and/or confidential and/or proprietary. Offeror acknowledges, understands and agrees that all information in Offeror's proposal (not including information in 1.3 Requirements Section G) will be disclosed, without any notice to Offeror, if a public records request is made for such information and the City shall not be liable to Offeror for such disclosure.

Offeror acknowledges and understands that Offeror's proposal, including the information submitted in a separate electronic file will be distributed to the Evaluation Committee members, City staff and City consultants to allow Offeror's entire proposal, including the information submitted in a separate electronic file, to be evaluated and considered for award of this Contract. The entire contents of Offeror's proposal, including the information submitted in a separate electronic file, may be discussed at meetings that are open to the public, subject to the requirements set forth in Chapter 286, Florida Statutes.

9. Right to Reject Proposal

- a. Offers must comply with all the terms of the solicitation, all applicable of the City of St. Petersburg City Code, and all applicable state and federal laws. The City may reject any proposal that does not comply with all of the material and substantial terms, conditions and performance requirements of the solicitation.
- b. Offerors may not restrict the rights of the City or qualify their proposal. If an Offeror does so, the City may determine the proposal to be a non responsive counter-offer and the proposal may be rejected.
- c. Minor informalities, that do not affect responsiveness; that are merely matter of form or format; that do not change the relative standing or otherwise prejudice other offers; that do not change the meaning or scope of the solicitation; that are trivial, negligible or immaterial in nature; do not effect a material change in the work; or that do not constitute a substantial exclusion or modification of a requirement or provision may be waived by the City.
- d. The City's right to reject any or all proposals for any reason and to disregard typographical, mathematical or obvious errors.

10. Explanations to Offerors

Explanations or instructions shall not materially alter this solicitation unless they are in writing. Oral explanations or instructions given before the award of the Agreement will not be binding. If necessary, a written amendment to this solicitation will be issued and posted on the City's website at <http://www.stpete.org/internal-bids.php> for download by Offerors.

11. Acceptance of Offer

The submitted proposal shall be considered an offer on the part of the Offeror. Such offer shall be deemed accepted upon execution of the Agreement.

12. Evaluation Criteria

Proposals will be evaluated on the following criteria:

- a. Experience of firm
- b. Qualification and technical competence
- c. Capacity to accomplish the work
- d. Past Performance on similar contracts
- e. Schedule
- f. Cost or price

13. Evaluation of Proposals

The proposals will be evaluated based solely on the evaluation factors or criteria set forth in this section of the solicitation. Where there are multiple responsive proposals to the solicitation, a short-listing of two or more Offerors may be made. Negotiations as outlined in this section may begin with the selected Offerors on the short-list. If there is only one responsive proposal, negotiations may proceed with a single offeror. Selected Offerors may be required to make presentations.

14. Negotiations with Offerors

a. The City may conduct discussions (negotiations) with selected Offerors for the purpose of clarification. The purpose of the negotiations shall be to ensure full understanding of the solicitation requirements, the offeror's proposal and responses to post-proposal opening and modifications to the solicitation specifications which are in the best interest of the City. Negotiations will be limited to specific negotiation issues or subjects which do not significantly change the scope or purpose of the project for which the solicitation was issued. If modifications are made as a result of these discussions they shall be put in writing. b. Following discussions, the City may set a time and date for best and final offers from those Offerors with whom discussions were held. Proposals may be reevaluated after receipt of best and final offers. c. During the negotiation process, selected Offerors shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals related to negotiation subjects for the purpose of preparing their best and final offer which may be requested and received by the City prior to the conclusion of the negotiation process. Amendments, deletions and additions to the selected Offeror's original proposal shall be related to the negotiation subjects only.

15. Schedule

Publish RFP - Tuesday, March 7, 2023

Deadline for Questions - Thursday, March 30, 2023

Submit Proposals - Tuesday, April 11, 2023

Evaluation/Shortlisting - Monday, April 27, 2023

Oral Presentations - Thursday, May 25, 2023

Best and Final Offers - Thursday, June 1, 2023

Recommendation for Award - June 15, 2023

Negotiations Completed - June 15, 2023

City Council Approval - June 15, 2023

16. Award Without Discussion

The City may award the Agreement on the basis of initial offers received, without discussions. Therefore, each initial offer should contain the Offeror's best terms in relation to all relevant evaluation criteria.

17. Award of Agreement

An award shall be made to the responsible Offeror whose proposal is determined, in writing, to be the most advantageous to the City, taking into consideration the evaluation factors set forth in this solicitation.

18. Modification or Withdrawal of Offer

An offer may not be modified, withdrawn, or canceled by the Offerors for 150 days following the time and date designated for the opening of proposals (except when requested by the City for clarification, presentation or best and final offers) and the Offerors so agree by submitting their proposals.

19. Discrepancies, Errors, and Omissions

Any discrepancies, errors, or ambiguities in this solicitation or amendment(s) thereto (if any) should be reported in writing to the City's Procurement & Supply Management Department. Should it be found necessary, a written

amendment will be incorporated in this solicitation. The City will not be responsible for any oral instructions, clarifications, or other communications.

20. Disqualification

The City reserves the right to disqualify Offerors before or after opening, upon evidence of collusion with intent to defraud or other illegal practices on the part of the Offerors.

21. Execution of Agreement

The individual, firm, or corporation to which the Agreement is awarded shall sign the necessary agreement entering into a contract with the City, and return it to the City within ten (10) business days from the date the final approved agreement has been received by the successful Offeror. No agreement shall be considered binding upon the City until it has been properly executed.

22. Data Collection

Pursuant to Florida Statute 119.071 Social Security Numbers collected from offerors are used for identification, verification and tax reporting purposes.

23. Public Entity Crimes

A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list.

24. Environmentally Preferable Purchasing

It is the policy of the City to purchase recycled and environmentally preferable goods. This includes products that contain recycled material, reduce toxicity and pollution, conserve energy, conserve water and prevent waste. This policy will be carried out consistent with the City's obligations and purpose, and with an overall intent to obtain competitive prices to provide value to the taxpayers.

Offerors are encouraged to submit items in their bids that meet the City's Environmentally Preferable Purchasing ("EPP") program standards. When submitting EPP items for consideration, offerors must submit documentation that substantiates their claims. When evaluating submissions where two products are of equal fitness and quality, and the price of the EPP product is equal to or less than that of a non-EPP content product, the City will purchase the EPP product.

25. Offeror Registration

Offeror must be registered with the Florida Division of Corporations in accordance with Florida Statute 607.1501 to do business within the State of Florida prior to award of an agreement. Offeror must be registered with the City as a vendor prior to award of an agreement. The City online Vendor Registration Form is available on the City's website at http://www.stpete.org/with_the_city/city_supplier_starter_guide.php.

26. Nondiscrimination

Vendors and Contractors for the City of St. Petersburg are required to comply with all applicable laws regarding discrimination in employment including Pinellas County Code Section 70-53 (a)(1) (prohibiting discrimination in employment based on race, color, religion, national origin, gender, sexual orientation, age, marital status, or disability) and all other applicable Federal, State and local laws. Vendors and Contractors are further encouraged to provide workplaces free of discrimination in terms of conditions of employment, including benefits.

27. Prohibited Communication

Offeror and its employees, agents, contractors and representatives are prohibited from lobbying City Council, the Mayor, City staff, selection committee members and City project consultants relative to Offeror's proposal or this solicitation until the solicitation selection and award processes have been completed. Non-compliance with this provision may result in disqualification of Offeror from consideration. Notwithstanding the foregoing, this provision shall not prohibit Offeror from (i) providing public comment in accordance with applicable laws and City policies at public meetings where public comment is permitted, (ii) communicating with the assigned procurement analyst (iii) making a presentation during a selection committee meeting if requested by the selection committee, or (iv) submitting a dispute or complaint in accordance with the requirements set forth in this solicitation.

28. Disputes and Complaints

All complaints or grievances should be first submitted orally or in writing to the Director of Procurement & Supply Management, who will take prompt remedial action. The Director of Procurement & Supply Management shall investigate the validity of the complaint and present the findings in writing to the Offeror. If the Offeror is dissatisfied with the Director of Procurement & Supply Management's remedies, Offeror may then make an appeal to the Mayor's office. Offeror's appeal will be heard by either the Mayor or City Administrator. All complaints, grievances or appeals must be made no later than seven calendar (7) days preceding the date of the City Council meeting approving the Agreement or no later than seven calendar (7) days following the selecting of the successful Offeror if the Agreement does not need to be approved by City Council.

29. Living Wage

The living wage requirements set forth in St. Petersburg City Code Chapter 2, Article V, Division 9, as those requirements may be amended from time to time, (collectively, the "Living Wage Requirements") will be incorporated into the agreement between the City and the selected Offeror where applicable. The Living Wage Requirements are applicable if the average annual contract amount is estimated to exceed \$200,000 and the selected Offeror employs more than 50 full-time employees. Accordingly, where applicable, the selected Offeror shall (i) pay its employees for any hours worked pursuant to the agreement in accordance with the Living Wage Requirements; (ii) comply with prohibitions on retaliation and discrimination set forth in the Living Wage Requirements; (iii) comply with the provisions for enforcement and construction set forth in the Living Wage Requirements; (iv) provide required reports and certification to the City in accordance with the Living Wage. The selected Offeror must comply with the Living Wage requirements set forth in St. Petersburg City Code, Chapter 2, Article V, Division 9, as those requirements may be amended from time to time.

30. Small Business Enterprise Program (SBE)

The City is committed to assisting Small Business Enterprises (SBEs), in accordance with Municipal City Code Chapter 2, Article V, Division 4, 2-231 to 2-237. The program's purpose is to foster growth in the economy and provide opportunities for small business. The City certifies SBEs for contracting and procurement opportunities in construction, goods and services, professional services, and supplies.

A business must be independently owned, operated and controlled, and not dominant in its field of operation and must meet the following criteria: serve a commercially useful function; been in operation for at least one year; has 50 full time employees or less; annual sales volume of \$8 million or less for construction; or \$5 million or less for goods/services/supplies; have a physical address in Pinellas, Hillsborough, Pasco, Manatee, or Polk counties; and must be certified by the Procurement and Supply Management Department.

31. Financial Resources

Offerors selected for short-listing in the evaluation shall be required to provide documentation of their financial resources for providing services and meeting other financial obligations. Such documentation shall include a copy of Offeror's most recent year's audited financial statement summaries and the notes to the financial statement, or an individual tax return and personal financial statement of net worth for the most recent year if Offeror is an individual proprietor.

32. Health In All Policies

Pursuant to Executive Order EO-2018-04, it is the policy of the City to apply the consideration of health, health impacts, and the social determinants of health to the City's decision-making, including the delivery of services and procurement of supplies and construction. Contractors are encouraged to propose services, supplies and construction that promote health to the greatest extent practicable in their responses to City solicitations. Contractors are further encouraged to provide workplaces that promote the health and well-being of their employees.

33. Consideration of Sea Level Rise and Resiliency

It is the policy of the City to apply the consideration of sea level rise and resiliency to the City's decision-making, including in the procurement of City construction projects. Bidders are encouraged to provide documentation addressing the following:

- a. Whether the project considers the latest regional best available science regarding the effects of sea level rise, climate-related vulnerability and resiliency in St. Petersburg;
- b. Whether the project affects an area that is vulnerable to the impacts of sea level rise;
- c. Whether the project will increase the resiliency of the City with respect to sea level rise;
- d. Whether the project is compatible with the City's sea level rise mitigation and resiliency efforts.

34. Wage Theft

The City is committed to eliminating the underpayment or nonpayment of wages earned by persons working in the City of St. Petersburg. It is the policy of the City to engage the selected Offeror in support of the provisions set forth in Municipal City Code Article III, Chapter 15, Sections 15-40 through 15-46 (Ordinance No. 161-H). As such, the City is authorized to direct proactive investigations of designated industries or employers in response to reports of alleged violations of this Article from employees, residents, organizations, or employers.

35. American with Disabilities Act (ADA) Public Notice.

In accordance with the requirements of Title II of the Americans with Disabilities Act 1990, the City of St. Petersburg will not discriminate against qualified individuals with disabilities on the basis of disability in the City's services, programs, or activities. If Offeror requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to adequately respond to this solicitation. Offeror should contact ADA Coordinator Lendel Bright at (727) 893-7229 or email: lendel.bright@stpete.org soon as possible but no later than 72 hours before the applicable deadline.

PART C

Base Agreement Provision

**BASE AGREEMENT SETTING FORTH
THE MINIMUM REQUIREMENTS**

The City reserves the right to add or modify the terms and conditions at any time prior to the final execution of an agreement. The Offeror has the opportunity to take exception to any additional or modified term or condition in the same manner as set forth in.



Proposal to Conduct a Comprehensive Management Evaluation of the Planning and Development Services Department

City of St. Petersburg, FL

TECHNICAL PROPOSAL



65th North Group
3100 W. Ray Rd., Suite #201
Chandler, AZ 85226



Sasha Reed, Senior Procurement Analyst
City of St. Petersburg, FL

Ms. Reed and other City officials:

65th North Group, LLC is pleased to present this proposal to provide a comprehensive management evaluation of the Planning and Development Services Department for the City of St. Petersburg. We are a nationwide government (located out of Tampa) consulting firm specializing in operational and staffing assessments.

Project team members are highly experienced in government planning and development operations and have extensive experience from both a practical and consultant perspective. Our firm's president & CEO will personally work on every aspect of this project to ensure that we do excellent work for the City of St. Petersburg.

Recent organizational assessments (across different functions) include work for Maricopa County, AZ (one of the largest government organizations in the country – having been invited back numerous times for additional work), the City of Palm Bay, FL; and the Pinellas County, FL.

In summary:

- We have significant organizational assessment experience with local and state government organizations, including one of the largest counties in the nation.
- Our senior staff are all highly experienced government leaders.
- We are government operations and internal control experts.
- We have certifications and degrees that are the best in the industry, including ICMA-CM, CFE, CPA, a certificate in internal controls from COSO and the IIA, master's in public administration, accounting degrees, and a PhD in financial management with a dissertation specific to local government internal control.
- Our project team members have excellent management, communication, and social skills.

Our work is comprehensive and timely as we have never been late on a deliverable and have never gone over budget with any client. If I can answer any questions, please feel free to contact me at dross@65thnorth.com or (480) 386-5344.

Sincerely,



David M. Ross, PhD, CFE, CICA, ICMA-CM
President & CE

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PROJECT TEAM

65th North Group is a nationwide local government consulting firm of highly experienced professionals with decades of experience. Our project manager is a nationwide local government operations expert, has multiple certifications related to government internal controls, has a PhD in financial management, and has completed assessments for local and state government clients across the country.

At 65th North Group, we commit all necessary capacity to ensure each project receives a timely and successful conclusion, within budget, and that meets or exceeds client expectations. Dr. Ross will personally work on every aspect of this project for the City of St. Petersburg. Furthermore, we believe that implementation of recommendations is genuinely important. For this reason and to have meaningful results, buy in from City employees who are responsible for implementing recommendations is important. With each of our assessments, we commit the necessary time to present our recommendations before finalizing the report, to obtain feedback from designated staff, and to answer all questions regarding the analysis and recommendations. As we are a local firm, you can expect that we will be on-site as often as necessary and appropriate to complete work that exceeds expectations.

Our project team offers the City this unique combination of qualifications:

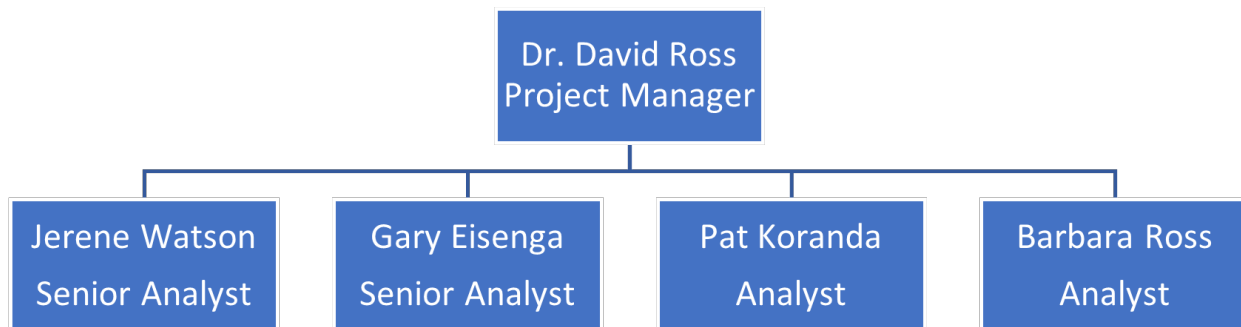
- PhD in financial management with decades of senior government management experience
- Master's degree in Public Administration
- Degrees in accounting
- ICMA – Credentialed Manager (CM)
- Prior city and county manager experience
- Prior local government finance, procurement, HR director experience
- Prior development services experience
- Experience conducting organizational assessments over planning and development services departments
- Government finance work published in ICMA Public Management magazine, GFOA Government Finance Review magazine, ALGA Quarterly Review magazine, and ProQuest
- Nationwide local government internal control experts.
- Government internal control presenter at professional government organization conferences across the country.

We have assigned five staff members to this engagement; each of whom has significant experience performing operational assessments of department operations / functions. Dr. David Ross is the firm's president and CEO and will be leading all aspects of this work. He will be personally involved during every step – including all of the on-site time (interviews, focus groups, meetings, etc.). With 65th North Group, you receive personalized attention from the highest level of our firm.

ORGANIZATION CHART

We will not be subcontracting any work under this agreement.

The following chart shows the organizational structure for this engagement:



Dr. David M. Ross, President & CEO of 65th North Group, will be project manager for this engagement. Dr. Ross brings with him over 33 years of government and consulting experience. During his career, he managed a variety of local government functional areas including finance, human resources, public works, utility billing, internal controls, parks and recreation, development services, and many others. He has assessed local government operations, written policy manuals, conducted operational efficiency studies, conducted risk management and operational audits for governments across the country, and he is highly experienced in all areas of city and county government. In addition, Dr. Ross instructed public administration courses for the University of Phoenix for eight years.

Dr. Ross holds a PhD in Financial Management with a dissertation specific to local government financial management. This combination of education and experience will serve highly useful for this engagement. In addition to his doctorate in financial management, he received his BS in Public Administration from Upper Iowa University, his Executive MPA from Golden Gate University, and he completed Harvard University’s Senior Executives in State & Local Government Program. Dr. Ross holds an American Water Works Association (AWWA) certificate in utility risk and resiliency assessments and emergency response planning, he is a certified fraud examiner, a certified internal control auditor, he holds a certificate in internal controls from the Institute of Internal Auditors (IIA) and the Committee of Sponsoring Organizations of the Treadway Commission (COSO), and he is an ICMA Credentialed Manager (ICMA-CM).

Dr. Ross is a member of the International City and County Management Association (ICMA), the Institute of Internal Auditors (IIA), the Institute for Internal Controls (IIC), and the Association of Certified Fraud Examiners (ACFE). His local government financial management work is published in ProQuest (2016), ICMA’s Public Management publication (2019 and 2022), the Association of Local Government Auditors (ALGA) Quarterly Review (2020), and the Government Finance Officers Association (GFOA) Government Finance Review publication (2020 and 2022).

Ms. Jerene Watson is a senior analyst with 65th North Group. She has over 28 years public sector experience, including decades as a department director, assistant city manager, or city manager. She is an expert council relationship facilitator with extensive experience with operational analysis, communications, employee development, economic development, and citizen engagement. She is a graduate of Harvard University's Senior Executives in State & Local Government program and holds a master's degree in public administration from Old Dominion University.

Mr. Gary Eisenga is a senior analyst with 65th North Group. He is a consummate professional with 29 years local government senior management experience. He is experienced with project management, internal controls, community engagement, staffing, interviewing, planning, developing job descriptions, budgeting, and training. Mr. Eisenga is a US. Navy veteran having received multiple medals and awards, a graduate of the FBI National Academy, and has a Bachelor of Science degree in Business Administration from Old Dominion University.

Mr. Pat Koranda is an analyst with 65th North Group. He is experienced in accounting, financial analysis, IT networking, project management, technology integration, efficiency assessments, and internal controls / internal auditing. Mr. Koranda is an experienced financial analyst, controller, chief financial officer, and internal auditor for private sector, non-profit, and public sector organizations. Mr. Koranda has a B.A. in Accounting and Finance Management from the University of Northern Iowa.

Ms. Barbara Ross is an analyst with 65th North Group. She has worked on organizational assessment projects for cities and counties across the country, including in Pinellas County, FL. She is responsible for performing detailed analytics, benchmarking operations with best practices, and evaluation financial operations. She is highly experienced and has her Bachelor's degree in accounting from the University of Iowa.

Our project manager’s resume is below:

DAVID M. ROSS, President & CEO - PhD, CFE, CICA, ICMA-CM

Dave Ross is President & CEO of 65th North Group, a nationwide government consulting firm. He has over 32 years’ experience working in state and local government as well as management consulting. His experience working in state and local government is in a multitude of increasingly responsible positions, including over a decade as a city and county manager in communities ranging from 1,500 to 150,000 population. Dr. Ross worked on studies for the following organizations (population):

City of Tigard, Oregon, (53,148)	City of Bloomfield, Connecticut, (21,406)
City of Gallup, New Mexico (21,960)	City of Schertz, Texas (40,092)
City of La Cañada Flintridge, CA, (20,413)	Cabarrus County, North Carolina, (206,872)
City of Buckeye, Arizona, (68,453)	City of Palo Alto, California (67,178)
City of Littleton, Colorado, (47,734)	City of Boulder, Colorado, (107,125)
City of St. Cloud, Florida, (51,282)	City of Mountain View, California (81,438)
City of Milpitas, California (78,106)	Lake County, Illinois (703,520)
City of Oklahoma City, Oklahoma (643,648)	City of Wellman, Iowa (1,408)
Town of Morrison, Colorado (431)	Village of Mount Horeb, WI (7,443)
Rock Island County, Illinois (146,094)	City of Douglas, AZ (15,978)
State of North Dakota (762,062)	Cochise County, AZ (125,922)
City of Missouri City, Texas (76,703)	City of Mont Belvieu, Texas (7,728)
City of Benson, Arizona (4,922)	City of Nogales, Arizona (46,704)
City of Palm Bay, Florida (118,948)	Town of Halifax, Massachusetts (7,920)
Teton County, Wyoming (23,467)	Maricopa County, Arizona (4,485,000)
Town of Queen Creek, Arizona (62,191)	Pinellas County, Florida (980,985)
Robbinsville Township, New Jersey (15,345)	City of Pasadena, California (135,732)

Financial Management and Internal Controls: Conducted studies of finance department operations, procurement, information systems and technology, contract management, asset management, long-range financial planning, and internal controls / fraud risk assessments. Studies have focused on effective staffing levels, staff utilization, technology utilization, organizational structure, standard operating procedures, financial planning, preventive and detective internal controls, fraud risk, cyber security risk management, inventory management, and worker’s compensation risk management.

- City of Gallup (NM) – Finance, Asset and Contract Management, Procurement, Internal Controls
- City of La Cañada Flintridge (CA) – Finance, Procurement, Internal Controls
- City of Schertz (TX) – Finance, Procurement, Asset Management, and Contract Management

DAVID M ROSS, President & CEO - PhD, CFE, CICA, ICMA-CM

- City of Tigard (OR) – Finance, Procurement, Asset Management, and Contract Management
- Town of Bloomfield (CT) – Finance, Procurement, Asset Management, and Contract Management
- Cabarrus County (NC) – Finance, Procurement, Asset Management, Tax Collections, Internal Controls
- Town of Morrison (CO) – Internal Controls
- Village of Mount Horeb (WI) – Long-Range Financial Planning and Utility Rate Setting
- Wellman (IA) – Long-Range Financial Planning and Utility Rate Setting
- Rock Island County (IL) – Long-Range Financial Planning
- City of St. Cloud (FL) – Procurement Department Fraud Risk and Internal Controls
- City of Douglas (AZ) – Water System Risk and Resiliency Assessment and Emergency Response Plan and utility rate study
- State of North Dakota, Department of Transportation – Fraud Risk Reduction, Internal Control Modernization, and Internal Audit of Inventory and Procurement Processes
- Cochise County (AZ) – Fraud Risk Reduction and Internal Control Modernization
- City of Palm Bay (FL) – Fraud Risk Reduction and Internal Control Modernization
- City of Missouri City (TX) - Fraud Risk Reduction and Internal Control Modernization
- City of Mont Belvieu (TX) - Fraud Risk Reduction and Internal Control Modernization
- Town of Halifax (MA) - Fraud Risk Reduction and Internal Control Modernization
- City of Benson (AZ) - Water System Risk and Resiliency Assessment
- City of Nogales (AZ) - Water System Risk and Resiliency Assessment
- City of St. Cloud (FL) – Capital Improvement Planning
- City of St. Cloud (FL) – Finance Department Internal Control Assessment
- City of St. Cloud (FL) – Utilities Department Internal Control Assessment and Financial Management
- Teton County (WY) – Fraud Risk Reduction and Internal Control Modernization
- City of Pearland (TX) – Fraud Risk Reduction and Internal Control Modernization
- Town of Queen Creek (AZ) – Inventory Management Study
- Pinellas County (FL) – Fraud Risk Reduction and Internal Control Modernization
- Robbinsville Township (NJ) - Fraud Risk Reduction and Internal Control Modernization
- City of Pasadena (CA) - Procurement Review

Other Government Studies: Conducted studies of government operations including police department staffing levels and operations, human resources, information technology, business licensing, real estate management, design & communication, utility billing, municipal court, public works, water and wastewater operations, GIS, and more. Study scope of work included workplace environment studies, staffing analysis, evaluating and revising associated business processes, performance measurement, customer service (internal and external), technology utilization, staffing evaluations, policy and procedure review, and comparison to best management practices.

DAVID M ROSS, President & CEO - PhD, CFE, CICA, ICMA-CM

- Town of Bloomfield (CT) – IT, GIS, Human Resources Operational Study
- City of Tigard (OR) – IT, GIS, Design & Communication, Municipal Court Operational Study
- Gallup (NM) – Police staffing and operations, Public Works, Engineering, Project Management, parks & recreation, warehouse management, fleet operations.
- City of Mountain View (CA) – Police Staffing and Operations
- City of La Cañada Flintridge (CA) – Business Licensing
- City of Schertz (TX) – IT, GIS, Municipal Court, Utility Billing Operational Study
- Cabarrus County (NC) – Human Resources, IT
- City of Palo Alto (CA) – Business Licensing Operational Study
- City of Boulder (CO) – Real Estate Management Operational Study
- City of Gallup (NM) – Human Resources, IT Operational Study
- Maricopa County (AZ) - Correctional Health Services Workplace Environment Assessment
- Maricopa County (AZ) – Organizational and Staffing Assessment
- Teton County (WY) – Cybersecurity Disaster Recovery / Incident Response Plan
- Pinellas County (FL) – Administrative Investigation
- City of Tigard (OR) – Facilities Maintenance, Fleet, Project Management
- City of Buckeye (AZ) – Facilities Maintenance Operational Study
- City of Littleton (CO) – Grounds Maintenance Operational Study
- Cabarrus County (NC) – Infrastructure and Asset Management
- Town of Bloomfield (CT) – Engineering, Code Enforcement, Planning & Zoning, Building Inspections, Economic Development
- City of Schertz (TX) – Engineering, Planning & Zoning, Building Inspections, Project Management, Economic Development Operational Study
- City of Douglas (AZ) – Water System Risk and Resiliency Assessment and Emergency Response Plan and utility rate study
- City of Nogales (AZ) – Water System Risk and Resiliency Assessment
- City of Benson (AZ) – Water System Risk and Resiliency Assessment
- Maricopa County (AZ) – Justice Courts Staffing Assessment
- Maricopa County (AZ) – Human Services Department Workplace Assessment

PROFESSIONAL AFFILIATIONS and PUBLICATIONS

- International City and County Management Association (ICMA)
- Institute of Internal Auditors (IIA)
- Institute for Internal Controls (IIC)
- Association of Certified Fraud Examiners (ACFE)
- A Case Study of Municipal Government Financial Management and Effective Internal Controls, published in ProQuest, March 2016
- Minding the Money, published in ICMA's Public Management, March 2019
- Nurturing Relationships and Modernizing Internal Controls, GFOA Government Finance Review, June 2020

DAVID M ROSS, President & CEO - PhD, CFE, CICA, ICMA-CM

- Playing Monday Morning Quarterback and the Importance of Modernizing Internal Controls, ALGA Quarterly: Spring 2020
- Fraud and Embezzlement in Local Government, ICMA Public Management, April 2022.
- Reducing Risk – Why Internal Controls Don’t Always Prevent Fraud, GFOA Government Finance Review, April 2022

EDUCATION

Dr. Ross received his bachelor’s degree in Public Administration from Upper Iowa University, his Executive MPA from Golden Gate University, his PhD in Financial Management from Northcentral University, and he completed Harvard University’s Senior Executives in State & Local Government Program. Dr. Ross is a certified fraud examiner (CFE), a certified internal control auditor (CICA), holds a certificate in internal controls from the Institute of Internal Auditors (IIA) and the Committee of Sponsoring Organizations of the Treadway Commission (COSO), and is an ICMA credentialed manager (ICMA-CM).

OTHER FIRMS

We will not be subcontracting any work under this agreement.

KEY PERSONNEL

Dr. David Ross will manage all aspects of this engagement. He is responsible for project management, being on-site in St. Petersburg throughout all aspects of on-site work (stakeholder interviews, focus group meetings, observation, etc.), completing data analysis, and working on each task within the project plan. Dr. Ross is committed to working on this project for 70% of his time.

Jerene Watson is responsible for data analytics, conducting research, and analyzing both strategic planning efforts and management / leadership. She is committed to working on this project for 30% of her time.

Gary Eisenga will be on-site with the project manager throughout this engagement. He will conduct interviews, hold focus group meetings, and evaluate operations. He is committed to working on this project for 50% of his time.

Pat Koranda is responsible for assessing operations and completing data analytics. He is committed to working on this project for 25% of his time.

Barbara Ross is responsible for analysis of all aspects of data collection and all work associated with the employee survey. She is committed to working on this project for 50% of her time.

As a small local family-owned firm, you will see our firm's president & CEO on-site, conducting interviews and meeting with staff. He will be involved in all aspects of work and will be available at all times to appropriate City officials (his cell phone will be provided so you can reach him seven (7) days a week.

EXPERIENCE

We have 100% positive references from all prior clients. Our project team has worked on organizational, staffing, and operational assessments for city, county, and state government clients across the country, including here in Florida. References are provided under another section.

In summary:

- We have significant recent experience completing government assessments and our project manager, who will be on-site leading all aspects of the engagement, is our firm's president & CEO.
- We have extensive knowledge of government operations.
- Our project team members have over 150 years' combined experience.
- Our project team members have excellent management, communication, and social skills.

REFERENCES

We have 100% positive references and have never been involved in any legal matter or contract failure. We have never worked for the City of St. Petersburg in the past; however, we recently completed an assessment for Pinellas County, FL – working directly for County Administration (Kevin Knutson).

Recent references from city, county, and state government organizations are below:

Client	Project Summary
<p>Pinellas County, Florida</p> <p>Fraud Risk Vulnerability and Internal Control Assessment</p> <p>Kevin Knutson Assistant County Administrator (727) 464-3485 KKnutson@pinellas.gov</p>	<p>This 2022 project included a comprehensive review of internal controls and fraud / theft vulnerability risk reduction opportunities across all departments under the control of the County Administrator’s office.</p> <p>Numerous recommendations were made to significantly reduce risk and enhance internal controls throughout the organization.</p> <p>The project was delivered on-time and within budget.</p>
<p>City of Palm Bay, Florida</p> <p>Fraud Risk Vulnerability and Internal Control Assessment</p> <p>Suzanne Sherman City Manager (321) 952-3411 Suzanne.Sherman@palmbayflorida.org</p>	<p>This 2021 project included a comprehensive fraud risk reduction and internal control modernization assessment, current state assessment, GAP analysis, best practices diagnostic assessment, fraud risk assessment, and final report with recommendations.</p> <p>Numerous recommendations were made to significantly reduce risk and enhance internal control throughout the organization.</p> <p>The project was delivered on-time and within budget.</p>
<p>Robbinsville County, New Jersey</p> <p>Fraud Risk Vulnerability and Internal Control Assessment</p> <p>Joy Tozzi County Administrator (609) 259-3600 x 1100 jtozzi@robbinsville.net</p>	<p>This 2022 project included a comprehensive review of internal controls and fraud / theft vulnerability risk reduction opportunities across all departments in the County.</p> <p>Numerous recommendations were made to significantly reduce risk and enhance internal controls throughout the organization.</p> <p>The project was delivered on-time and within budget.</p>

Client	Project Summary
<p>Cochise County, Arizona</p> <p>Fraud Risk Vulnerability and Internal Control Assessment</p> <p>Rich Karwaczka County Administrator (520) 432-9200 RKarwaczka@cochise.az.gov</p>	<p>This 2021 project included a comprehensive fraud risk reduction and internal control modernization assessment, current state assessment, GAP analysis, best practices diagnostic assessment, fraud risk assessment, and final report with recommendations.</p> <p>Numerous recommendations were made to significantly reduce risk and enhance internal control throughout the organization.</p> <p>The project was delivered on-time and within budget.</p>
<p>City of Gallup, New Mexico</p> <p>Numerous Internal Control and Operational Assessments and Audits</p> <p>Maryann Ustick City Manager 505.863.1205 mustick@gallupnm.gov</p>	<p>We conducted several studies for the City of Gallup between 2018 and 2022, including operational and efficiency assessments, staffing assessments, and numerous internal control and fraud risk assessments. Departments included the finance department, human resources department, fleet maintenance, procurement department, warehousing, parks and recreation, public works, animal control operations, water utility, electric utility, and solid waste department. We also did additional operational assessments for their police department, utilities departments, finance department, and human resources department.</p> <p>The project was delivered on-time and within budget.</p>
<p>State of North Dakota Department of Transportation</p> <p>Internal Control Assessment / Internal Audit of District Inventory and Procurement Processes</p> <p>Jody Isaak Quality Assurance and Internal Review Director 701.328.2486 jmissak@nd.gov</p>	<p>This 2020 project included a comprehensive assessment of internal controls over inventory and procurement functions across all districts throughout the State of North Dakota. We completed numerous risk assessments and made recommendations to reduce risk and strengthen the control environment.</p> <p>The project was delivered on-time and within budget.</p>

Client	Project Summary
<p>Town of Queen Creek, Arizona</p> <p>Internal Control – Inventory Management Study</p> <p>Matthew Reams Financial Services Administrator 480.358.3178</p> <p>Matthew.reams@queencreekaz.gov</p>	<p>We completed two studies in 2022 related to internal controls and inventory management practices. Numerous recommendations were made to reduce risks and strengthen internal controls.</p> <p>The project was delivered on-time and within budget.</p>

We have numerous additional references available upon request, including numerous work for Maricopa County, AZ – one of the largest local governments in the nation. While subbing for another firm, we’ve assessed development services departments in numerous organizations, including the City of Tigard, OR; the City of Buckeye, AZ; the City of Bloomfield, CT; the City of Schertz, TX; Lake County, IL; and more. We prefer however to list assessments completed directly by our firm – so you can best understand our approach to work and the satisfaction level of those who work with us.

PROJECT APPROACH

At 65th North Group, we believe in following a unique project plan for each engagement to ensure we deliver exceptional results. Our CEO will manage every aspect of this project to ensure its timely completion. The following work processes provide a comprehensive outline for how we will approach our work for the City of St. Petersburg.

Work Process 1: Initiation and Project Management

During this first work process, we will provide the City with our initial data request list. We will hold a project kick off meeting, designed to ensure everyone is on the same page with the goals and requirements of the study as well as steps and timeline for completing the assessment.

With the kickoff meeting completed, we will update the project management plan to ensure delivery of all scheduled activities consistent with project management best practices. We believe in regular communication and updates; as such, we will provide updates on the status of the project as often as requested and we are available at any time to answer questions.

Work Process 2: Current State Assessment

It is important that the project team fundamentally understand the City's existing operations within the Planning & Development Services Department. To complete this work, we will complete stakeholder interviews, review available data, make observations, hold employee focus groups, complete stakeholder surveys (see work process 3), and benchmark against comparable relevant cities. This work involves the completion of the following tasks.

Task 1: Mission and Goals Analysis

During this task, we will review the City's mission, vision, and values statements. We will discuss with supervision staff whether employee goals are associated with annual employee evaluations and if so, we will analyze the applicability of those goals with the City's mission and vision. We will discuss with management goals they've set for individual employees, as well as department-wide goals and objectives. We will interview employees to understand whether they are aware of these goals and determine the follow up supervisors take to ensure goals and objectives are achieved. Finally, we will assess whether the department and individual employee goals are measurable and whether they can be tied back to the overall mission of the department and the City.

Task 2: Organizational Structure Analysis

During this task we will assess the department's current organizational structure to determine if it is optimal to accomplish the department's mission and goals. We will assess the clarity of reporting relationships, whether there is overlap of responsibility, the efficiency of the organizational structure, whether there is an appropriate span of control, and we will compare the City of St. Petersburg's department structure with that of comparable organizations in other cities (to be determined in conjunction with City leadership).

Task 3: Staffing Level Assessment

During this task we will perform a staffing level assessment. This assessment will use the existing (and future anticipated) budget to determine appropriate staffing levels in order to accomplish the

Department's mission and goals – providing service levels expected of the department's internal and external customers.

We will assess whether the department staff workload to ensure efficient operations, determine whether staff workload is “too great” to provide excellent customer service, and whether the department has the resources needed to keep up with its projected population growth. The staffing level assessment will be by job classification and finally, we will assess turnover levels and compare those with industry norms.

Task 4: Staff Qualifications Assessment

During this task we will interview staff in all positions to determine if they meet minimum job requirements for the position. In conjunction with task six (6), we will inquire about job growth and professional development opportunities available to staff. Finally, we will determine whether staff are equally offered training opportunities.

Task 5: Management of Staff / Leadership Assessment

During this task we will interview staff and management to understand the leadership capabilities and staff's perception of existing leadership within the department. This assessment will include leadership communication with staff, whether staff feel there are excellent leadership qualities and characteristics in the department, whether goals and objectives are incorporated into daily work activities, whether management is holding themselves accountable for meeting established KPIs, whether management leads by example, whether staff feel empowered to complete work and grow as an employee, whether teamwork is effective and staff participation is valued, and whether change is encouraged.

We will determine whether coaching, counseling, and feedback occur with appropriate regularity, whether there is equity in promotional opportunities, whether whistleblower protections exist and whether staff are in fear of retaliation, whether work schedules are efficient and effective, and whether staff responsibilities are assigned to reduce duplication of effort across teams and work processes.

With interviews complete and results analyzed, we will offer to hold two focus groups, one for line staff and the other for supervisors / managers. Focus groups will allow us to further extract useful information for this analysis.

Task 6: Succession Planning Analysis

During this task we will review any existing succession planning documents as well as evaluate succession planning efforts within the department. We will analyze professional development training opportunities provided to employees and whether they support succession planning goals and objectives. Finally, we will determine not only whether there is a continuity of operations plan (COOP), but whether the plan is adequate to address critical needs of the department should any of a variety of emergency situations arise.

Task 7: Policies and Procedures Assessment

During this task we will review the department's policies and procedures and compare them with established industry best practices. We will also assess whether department projects (including consultant usage) are managed appropriately and efficiently.

Task 8: Customer Care Assessment

During this task we will analyze whether services provided by the department are customer-focused. We will assess overall service delivery to evaluate the efficiency of services provided to customers, whether customer care standards are communicated to employees by management, and how the department trains employees in customer care standards. We will evaluate the department's efforts on regular review of customer care surveys / evaluations and whether the results of these surveys are effectively used to further improve overall operations.

In addition to evaluating external customer care, we will assess internal customer care / employee care. Whether the department is focused on employee wellbeing and the importance of internal customer care are important factors for this analysis.

Finally, we will determine whether management regularly experience customer-facing roles and whether they seek opportunities to improve the customer experience.

Task 9: Communications Assessment

During this task we will evaluate the availability and utilization of communication tools to provide project status information, both internally and externally. We will evaluate communication between the department and elected officials and as deemed appropriate by the City, we will make ourselves available to conduct one-on-one interviews with council members regarding this assessment.

We will evaluate community outreach efforts and determine whether there are opportunities for improvement.

Task 10: Budgeting / Financial Management Assessment

During this task, our project manager with a PhD in financial management and direct experience leading city operations will evaluate the department's budget allocations and determine whether there are opportunities to be more efficient and optimize results. We will assess whether there is an optimal mix of funding mechanisms in order to accomplish the department's goals and objectives, including providing excellent customer service.

Task 11: Diversity Assessment

During this task we will assess the diversity of the Department, how often diversity is reviewed and assessed internally, and whether department partnerships are diverse.

Task 12: Strategic Planning / Development Analysis

During this task we will analyze whether zoning is keeping up with project development (including SunRunner stops). We will identify the process for prioritizing projects and determining which projects move forward, including who is responsible for decision-making. We will benchmark operations with peer cities to identify opportunities for improvement.

Task 13: City Code / Environmental Analysis

During this task we will assess the administration of the city's environmental regulations in City Code to identify the thoroughness of that administration and whether there are gaps or areas for potential improvement.

Task 14: Current State Assessment and Best Management Practices Diagnostic Assessment Report

During this task we will compare existing operations with industry best practices and complete a best management practices diagnostic assessment report. We will then complete a current state assessment report that details the current state of operations within the Planning and Development Services Department. We will distribute this initial report for City review to ensure our understanding of existing operations is accurate.

Work Process 3: Confidential Employee Survey

This work process will be completed at the same time as the current state assessment. Staff will gather all necessary information to determine recommended survey questions throughout the current state assessment interviews, observations, and data collection processes. Once recommended survey questions and methodologies are complete, we will present them to the City for review and approval. Once approved, we will distribute the survey, collect results, document survey response rates, analyze results, and prepare a survey summary report.

Work Process 4: Recommendations, Reports, and Presentations

Upon conclusion of all prior tasks, we will prepare a detailed report that will include the following:

- An executive summary of all key findings and recommendations.
- A description of assessment methodologies.
- Detailed report findings.
- Recommendations, both tactical and strategic, to guide the City's short- and long-term decision making.

With a draft report complete, we will review the findings with the appropriate City leadership. This review process is designed to ensure clarity for both the City and 65th North Group, with the project team making any necessary revisions to the draft report as appropriate. We utilize this opportunity to obtain staff buy-in on recommendations as well, to help facilitate the City's implementation of the report's findings and recommendations. We will then finalize the report and make ourselves available for presentations to the BF&T Committee and the City Council.

Deliverables:

1. Current state assessment report
2. Survey summary report
3. Best management practices diagnostic assessment report
4. Final report with recommendations
5. Prioritized and phased implementation plan
6. Presentations to City officials

PROPOSAL

We have never been late on a deliverable or gone over budget with any client. The project approach identified above will be completed in five months, ahead of the City’s six-month required timeframe. As we are a small family-owned firm, we have excellent control over scheduling and coordinating of employee work tasks / responsibilities. The proposed project schedule is provided below:

Project Schedule	Month 1	Month 2	Month 3	Month 4	Month 5
INITIATION AND PROJECT MANAGEMENT					
Prepare initial data request					
Conduct kick-off meeting with the City					
Update workplan post-meeting					
CURRENT STATE ASSESSMENT					
Mission & goals analysis					
Organizational structure analysis					
Staffing level assessment					
Staff qualifications assessment					
Management of staff / leadership assessment					
Succession planning analysis					
Policies and procedures assessment					
Customer care assessment					
Communication assessment					
Budgeting / financial management assessment					
Diversity assessment					

Strategic planning / development analysis					
City code / environmental analysis					
Current state assessment report					
CONFIDENTIAL EMPLOYEE SURVEY					
Preliminary research and interviews					
Designing and preparing the survey instrument					
Distribute and collect surveys					
Survey results data analysis					
Survey summary report					
RECOMMENDATIONS, REPORTS, AND PRESENTATION					
Draft report					
Initial report and presentation					
Revisions and final report					
Presentation (BF&T Committee & City Council)					

PRICE PROPOSAL

The price proposal is being submitted as a separate document.

ACCEPTANCE OF BASE AGREEMENT

We have read the base agreement and we have no exceptions.



Proposal to Conduct a Comprehensive Management Evaluation of the Planning and Development Services Department

City of St. Petersburg, FL

COST PROPOSAL



**65th North Group
3100 W. Ray Rd., Suite #201
Chandler, AZ 85226**



COST:

We are invested in the success of local governments and as part of that investment, we do not charge any expenses related to our work. We agree to perform all services as outlined in the proposal for a will-not-exceed cost of \$84,495, as is more fully described below.

Task	Project Manager	Senior Analyst	Analyst	Total Hours
INITIATION AND PROJECT MANAGEMENT				
Prepare initial data request	2			2
Conduct kick off meeting with the City	2			2
Update workplan post-meeting	1			1
CURRENT STATE ASSESSMENT				
Mission & goal analysis	4	4	6	14
Organizational structure analysis	8	4	4	16
Staffing level assessment	16	12	16	44
Staff qualifications assessment	16	16	16	48
Management of staff / leadership assessment	20	16	12	48
Succession planning analysis	4	4	2	10
Policies and procedures assessment	8	4	8	20
Customer care assessment	12	12	12	36
Communications assessment	14	14	4	32
Budgeting / financial management assessment	20	2	6	28
Diversity assessment	6	8	12	26
Strategic planning / development analysis	14	12	8	34
City code / environmental analysis	2	2	6	10
Current state assessment report	12	8	8	28
CONFIDENTIAL EMPLOYEE SURVEY				
Preliminary research and interviews	4	4	12	20
Designing and preparing the survey instrument	4	6	10	20
Distribute and collect surveys	4	4	16	24
Survey results data analysis	12	12	12	36
Survey summary report	8	4	4	16

RECOMMENDATIONS, REPORTS, AND PRESENTATION				
Draft report	24	24	16	64
Initial report presentation / feedback	4	4		8
Revision and final report	4	4		8
Presentation (BF&T Committee & City Council)	6	6		12
Total Hours	231	186	190	670
Rate	\$175	\$145	\$90	
Summary Total	\$40,425	\$26,970	\$17,100	
Project Total	\$84,495			

Price Guarantee:

The cost listed in this proposal will remain valid for 180 days beyond the date of that the proposal is due.

**Appendix B
Fee Summary**

Contractor's fees are as follows:

Table 1: Fee Schedule	
Description	Fixed Fee
Management Evaluation – P&DS Department Total: Base Scope of Services	\$ 69,685
Employee Survey - P&DS Department	\$ 14,810
GRAND TOTAL	\$ 84,495

1. **Hourly Rates** - Table 2 must contain all hourly rates for Offeror's personnel used to determine fees in Table 1. Offeror must include the estimated number of hours for each discipline and calculated totals.

Table 2: Hourly Rates			
Title/Service	Hourly Rate	Est. Hours	Total
Project Manager	\$ 175	231 hrs.	\$ 40,425
Senior Analyst	\$ 145	186 hrs.	\$ 26,970
Analyst	\$ 90	190 hrs.	\$ 17,100
	\$	hrs.	\$
	\$	hrs.	\$
GRAND TOTAL			\$ 84,495

2. **Other Costs** - Table 3 must contain all other costs used to determine fees in Table 1. Offeror must include the expense description, estimated annual quantity, estimated cost for each service and expense and total.

Table 3: Other Costs			
Description	Qty.	Unit Price	Total
NO EXTRA COSTS		\$	\$ 0
		\$	\$ 0
		\$	\$ 0
GRAND TOTAL			\$ 0

Matrix Consulting Group Proposal



Solicitation No. 8610: Quote 13281

1.1 General Information

Title **RFP No. 8610: Management Evaluation of Planning and Development Services Dept**
 Description **918-06: Consulting Services, Management Evaluation of Planning and Development Services Department.**

Preview Date **07-MAR-2023 15:44:20** Open Date **07-MAR-2023 15:44:20**
 Close Date **11-APR-2023 15:01:00** Award Date **Not Specified**
 Time Zone **Eastern Time** Buyer **Reed, Sakha**
 Quote Style **Sealed** Email **Sakha.Reed@stpete.org**
 Outcome **Standard Purchase Order**

Note Deadline for Proposals: 3:00 p.m., Tuesday, April 11, 2023.

All questions should be submitted no later than 12 noon, Thursday, March 30, 2023 to Sakha Reed, Senior Procurement Analyst, at sakha.reed@stpete.org or through Online Discussions through the online sourcing site.

Offerors must attach all required forms as one single PDF. Trade Secrets, Confidential or Proprietary Information must be included as a separate attachment labeled "Trade Secrets".

Enter the dollar amount of the Base Scope of Services as fee in the Lines tab. Do not include the additive alternatives in your online fee.

1.2 Terms

Ship-To Address	CITY HALL - CC CITY COUNCIL - CITY HALL - SECOND FLOOR CITY OF ST PETERSBURG 175 5TH ST N Saint Petersburg, FL 33701 United States	Bill-To Address	ACCOUNTS PAYABLE FINANCE DEPARTMENT ACCOUNTS PAYABLE CITY OF ST PETERSBURG PO BOX 1257 Saint Petersburg, FL 33731 United States
Payment Terms	NET 30	Carrier	Common Carrier
FOB	FOB Destination	Freight Terms	Prepaid
Currency	USD (US Dollar)	Price Precision	2
Response Valid Until		Reference Number	

1.3 Requirements

<p>Section A - Profile</p> <p>1. Company name (full legal name). Type </p> <p><i>Your response value:</i></p>

Section A - Profile
Matrix Consulting Group, Ltd.
2. Federal identification number. Type
..... <i>Your response value:</i> 050545979
3. Headquarters - street address, telephone, P.O. Box, zip code, and state. Type
..... <i>Your response value:</i> Matrix Consulting Group 1650 S. Amphlett Blvd. Suite 213 San Mateo, CA 94402
4. Company ownership. If incorporated, the state and date of incorporation. Type
..... <i>Your response value:</i> Corporation. Incorporated in the the state of California on Jan. 1, 2003.
5. Year the company was founded. Type
..... <i>Your response value:</i> 2003
6. Address and phone number of the office providing the service. Type
..... <i>Your response value:</i> Matrix Consulting Group 1650 S. Amphlett Blvd. Suite 213 San Mateo, CA 94402 650-858-0507
San Mateo is our headquarter location. We also have offices in Florida, Illinois, N. Carolina, Oregon, and Texas.
7. Name, phone number, email and title of contact person. This person must be capable of committing the company to an agreement with the City. Type
..... <i>Your response value:</i> Richard Brady President 650-858-0507 rbrady@matrixcg.net
8. Number of years company has operated under this name. Type
..... <i>Your response value:</i> 20
9. Brief description of the nature of the company's business. Type
..... <i>Your response value:</i> The Matrix Consulting Group, Ltd. has provided organizational, management and financial management services to the public sector for the last 20 years. Since our founding, we have grown into one of the premier local government management consulting firms in the nation.

Section A - Profile
<p>The Matrix Consulting Group has extensive experience conducting reviews of development review operations, both as part of city-wide organizational studies and in dedicated studies focused solely on development processes. We have conducted over 200 studies focusing specifically on development review functions and over 90 organization-wide studies for local government.</p> <p>For this engagement we will work with Green Street Associates, a company formed in 2020 in Bradenton, Florida. They focus on project management and urban planning consulting and provide related services to the public and private sector.</p>
<p>10. Number of years company has been in present business. Type</p> <p>.....</p> <p><i>Your response value:</i> 20</p>
<p>11. Type of business organization (Sole Proprietorship, Partnership, Corporation, Limited Liability Company). If this is to be a joint venture or sub-contractors will be used, give name and address of firm(s). Type</p> <p>.....</p> <p><i>Your response value:</i> The Matrix Consulting Group is a corporation.</p> <p>Green Street Associates is located at 101 Riverfront Blvd. Suite 520 in Bradenton, FL.</p>
<p>12. Company's bank of record. Type</p> <p>.....</p> <p><i>Your response value:</i> Wells Fargo</p>
<p>13. Is the offeror registered with the Florida Department of State, Division of Corporations (Sunbiz). Type</p> <p>.....</p> <p><i>Your response value:</i> Yes.</p>
<p>14. Describe any litigation that the offeror has been a party to in the last five years where it was alleged that the offeror breached a contract for similar services with a client/customer and describe any contracts for similar services that the offeror failed to complete for similar services. Describe the facts and status of any such litigation or contract. Type</p> <p>.....</p> <p><i>Your response value:</i> Neither the firm or any member of the proposed team to be assigned to this engagement has been involved in claims or litigation with Federal, State or Local Government, or Private Entity during the last five years.</p>
<p>15. Identify any government entity that has debarred or otherwise prohibited the offeror from responding to its competitive solicitations within the last five years. Describe the circumstances surrounding such debarment or other prohibition. Type</p> <p>.....</p> <p><i>Your response value:</i> N/A</p>
<p>16. Is your firm a City certified Small Business Enterprise (SBE)? (Y/N) Type</p> <p>.....</p> <p><i>Your response value:</i> No.</p>
Section B - Requirements
<p>1. Acceptances Period</p> <p>Unless otherwise specified herein, the proposal shall be in effect for a period of not less than ninety (90)</p>

<p>Section B - Requirements</p> <p>days. Type <i>Your response value:</i> We agree.</p>
<p>2. Cash Discount Will you offer 2% 10 days cash discount for early payment. (Y/N) Type <i>Your response value:</i> No.</p>
<p>3. E-Verify The offeror acknowledges that it has read, understands and will comply with Florida Statute section 448.095 pertaining to required use of the U.S. Department of Homeland Security's E-Verify system. Should the City terminate the contract with the offeror for violation of s. 448.09(1), offeror may not be awarded a contract with the City for at least one year. Type <i>Your response value:</i> We have read, understands and will comply with Florida Statute section 448.095 pertaining to required use of the U.S. Department of Homeland Security's E-Verify system.</p>
<p>Section C - Public Records Laws Please respond yes or no to the questions below. Type No Response Required</p>
<p>1. The offeror acknowledges that its offer is subject to Public Records laws (Chapter 119, Florida Statutes. (Y/N) Type <i>Your response value:</i> Yes.</p>
<p>2. Has the offeror identified any trade secrets or confidential information in its proposal? (Y/N) Type <i>Your response value:</i> No.</p>
<p>Section D - Exceptions</p>
<p>1. The offeror certifies that it takes no exceptions to the requirements, terms and conditions of the solicitation. (Y/N) Type <i>Your response value:</i> No.</p>
<p>2. If exceptions are taken, specify in the space below. Type <i>Your response value:</i> N/A</p>
<p>Section E - Request for Proposal - Submittal Response Please see Section 1.4, Attachments - Section E, Proposal Requirements. Type No Response Required</p>
<p>Section F - Living Wage</p>

Section F - Living Wage
1. Provide the number of full-time employees directly on offeror's payroll as of proposal date. Type <i>Your response value:</i> 24
2. Does offeror agree to comply with the Living Wage requirements set forth in the St. Petersburg City Code? (Y/N) Type <i>Your response value:</i> Yes.

1.4 Attachments

1.4.1 Buyer Attachments

Name	Data Type	Description
RFP 8610 Agreement	File	RFP 8610 Agreement
RFP 8610 Scope of Services, Appendix A	File	RFP 8610 Scope of Services, Appendix A
RFP 8610 Fee Summary, Appendix B	File	RFP 8610 Fee Summary, Appendix B
RFP 8610 Proposal Requirements, Section E	File	RFP 8610 Proposal Requirements, Section E

1.4.2 Supplier Attachments

Name	Data Type	Description
Appendix B- Cost Summary	File	2023-04-11 08:22:23 RFP 8610 Cost Summary, Appendix B.pdf (Size :172005)
Proposal Requirements - Submittal Response	File	2023-04-11 08:23:11 Proposal Requirements - Submittal Response.pdf (Size :767756)

2 Price Schedule**2.1 Line Information**Response Total (USD) **142,000.00**

Line	Item, Rev	Target Quantity	Unit	Response Price	Amount	Promised Date
1 Management Evaluation Study of Planning & Development Services Dept., enter lump sum equal to Base Scope of Services on Appendix B Fee Summary				142,000.00	142,000.00	

Contract Terms and Conditions

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City of St Petersburg Solicitation Documents

PART A

Part A

The Header tab of this solicitation contains Appendix A, B, Section E and Agreement as attachments. Please access these for further detail pertaining to the specifics of this RFP.

PART B

Instructions to Offerors and General Provisions

Instructions to Offerors and General Provisions

1. Intent

The city of St. Petersburg, Florida ("City") invites qualified firms to submit proposals for Management Evaluation of the Planning and Development Services Department.

2. Required Review

Offers are required to carefully review this solicitation for defects and questionable or objectionable matter. Comments concerning defects and objectionable material must be made in writing to the procurement analyst and received by the City at least 10 days before the proposal closing. This will allow issuance of any necessary addendum. It will also help prevent opening a defective solicitation and exposure of offeror's proposals upon which an award could not be made. A protest based on omission or error, or on the content of the solicitation, will be disallowed if these faults have not been brought to the attention of the City, in writing, at least 10 days before the time set for closing.

3. Preparation of the Proposal

Offerors are expected to examine this solicitation and all related documents. Failure to do so is at the Offeror's risk. Each Offeror shall furnish the information required by this solicitation.

The Offerors shall retain a copy of all documents for future reference. All proposals must be submitted with the company or firm's legal name and by an officer or employee having authority to bind the company or firm by his or her signature, and provide proof of such authority with its proposal.

4. Questions Received Prior to Closing of Solicitation

All questions must be in writing and emailed to the Procurement Analyst. Telephone conversations must be confirmed in writing. Questions that may be answered by directing the questioner to a specific section of the solicitation may be answered over the telephone or by email. More complex questions may require a written addendum to the solicitation.

5. Amendments

When an amendment is issued it will be posted on the City's website at <http://www.stpete.org/internal-bids.php> for download by Offerors and will be provided to all Offerors on the invitation list. Offeror must submit its proposal in response the most current version of the solicitation as amended, if applicable.

6. City Not Responsible for Preparation Costs

The City will not pay any costs associated with the preparation, submittal, presentation or evaluation of any proposal.

7. Submission or Receipt of Proposals

Proposals will be received through the City's online bidding system no later than:

Time: 3:00 p.m. (EST) Date: Tuesday, April 11, 2023

E-mail proposals will not be considered; however, proposals may be modified online provided such notices are received prior to the hour and date specified above.

Late proposals and modifications might not be considered. Failure to follow the instructions in this solicitation is cause for rejection of offer.

8. Information Designated a Trade Secret and/or Confidential and/or Proprietary

All proposals (including all documentation and materials attached to proposals or provided in connection with this solicitation) submitted to the City are subject to Florida's public records laws (i.e., Chapter 119, Florida Statutes), which requires disclosure of public records, unless exempt, if a public records request is made. Proposals (including all documentation and materials attached to proposals or provided in connection with this solicitation (even if in a separate electronic file) submitted to the City cannot be returned. **DO NOT LIST YOUR ENTIRE PROPOSAL AS TRADE SECRET AND/OR CONFIDENTIAL.** The City will not consider proposals if the entire proposal is labeled a Trade Secret and/or Confidential and/or Proprietary.

If Offeror believes that its proposal contains information that is a trade secret (as defined by Florida law) and/or information that is confidential and/or proprietary and therefore exempt from disclosure then such information must be submitted in a separate electronic file and comply with the following requirements. In addition to submitting the information in a separate or electronic file, Offeror must include a general description of the information designated as a trade secret and/or confidential and/or proprietary and provide reference to the Florida statute or other law which exempts such designated information from disclosure in the event a public records request.

The City does not warrant or guarantee that information designated by Offeror as a trade secret and/or confidential and/or proprietary is a trade secret and/or confidential and/or proprietary and exempt from disclosure. The City offers no opinion as to whether the reference to the Florida statute or other law by Offeror is/are correct and/or accurate. Please be aware that the designation of information as a trade secret and/or confidential and/or proprietary may be challenged in court by any person or entity. By designation of information as a trade secret and/or confidential and/or proprietary Offeror agrees to defend the City, its employees, agents and elected and appointed officials ("Indemnified Parties") against any and all claims, demands and actions (whether or not a lawsuit is commenced) arising out of or in connection with Offeror's designation of information as a trade secret and/or confidential and/or proprietary and to hold harmless the Indemnified Parties for any award to a plaintiff for damages, costs and attorneys' fees, and for costs and attorneys' fees (including those of the City Attorney's office) incurred by the City by reason of any claim, demand or action arising out of or related to Offeror's designation of information as a trade secret and/or confidential and/or proprietary.

Failure to comply with the requirements above shall be deemed as a waiver by Offeror to claim that all additional information in its proposal is a trade secret and/or confidential and/or proprietary regardless if such information is labeled trade secret and/or confidential and/or proprietary. Offeror acknowledges, understands and agrees that all information in Offeror's proposal (not including information in 1.3 Requirements Section G) will be disclosed, without any notice to Offeror, if a public records request is made for such information and the City shall not be liable to Offeror for such disclosure.

Offeror acknowledges and understands that Offeror's proposal, including the information submitted in a separate electronic file will be distributed to the Evaluation Committee members, City staff and City consultants to allow Offeror's entire proposal, including the information submitted in a separate electronic file, to be evaluated and considered for award of this Contract. The entire contents of Offeror's proposal, including the information submitted in a separate electronic file, may be discussed at meetings that are open to the public, subject to the requirements set forth in Chapter 286, Florida Statutes.

9. Right to Reject Proposal

- a. Offers must comply with all the terms of the solicitation, all applicable of the City of St. Petersburg City Code, and all applicable state and federal laws. The City may reject any proposal that does not comply with all of the material and substantial terms, conditions and performance requirements of the solicitation.
- b. Offerors may not restrict the rights of the City or qualify their proposal. If an Offeror does so, the City may determine the proposal to be a non responsive counter-offer and the proposal may be rejected.
- c. Minor informalities, that do not affect responsiveness; that are merely matter of form or format; that do not change the relative standing or otherwise prejudice other offers; that do not change the meaning or scope of the solicitation; that are trivial, negligible or immaterial in nature; do not effect a material change in the work; or that do not constitute a substantial exclusion or modification of a requirement or provision may be waived by the City.
- d. The City's right to reject any or all proposals for any reason and to disregard typographical, mathematical or obvious errors.

10. Explanations to Offerors

Explanations or instructions shall not materially alter this solicitation unless they are in writing. Oral explanations or instructions given before the award of the Agreement will not be binding. If necessary, a written amendment to this solicitation will be issued and posted on the City's website at <http://www.stpete.org/internal-bids.php> for download by Offerors.

11. Acceptance of Offer

The submitted proposal shall be considered an offer on the part of the Offeror. Such offer shall be deemed accepted upon execution of the Agreement.

12. Evaluation Criteria

Proposals will be evaluated on the following criteria:

- a. Experience of firm
- b. Qualification and technical competence
- c. Capacity to accomplish the work
- d. Past Performance on similar contracts
- e. Schedule
- f. Cost or price

13. Evaluation of Proposals

The proposals will be evaluated based solely on the evaluation factors or criteria set forth in this section of the solicitation. Where there are multiple responsive proposals to the solicitation, a short-listing of two or more Offerors may be made. Negotiations as outlined in this section may begin with the selected Offerors on the short-list. If there is only one responsive proposal, negotiations may proceed with a single offeror. Selected Offerors may be required to make presentations.

14. Negotiations with Offerors

a. The City may conduct discussions (negotiations) with selected Offerors for the purpose of clarification. The purpose of the negotiations shall be to ensure full understanding of the solicitation requirements, the offeror's proposal and responses to post-proposal opening and modifications to the solicitation specifications which are in the best interest of the City. Negotiations will be limited to specific negotiation issues or subjects which do not significantly change the scope or purpose of the project for which the solicitation was issued. If modifications are made as a result of these discussions they shall be put in writing. b. Following discussions, the City may set a time and date for best and final offers from those Offerors with whom discussions were held. Proposals may be reevaluated after receipt of best and final offers. c. During the negotiation process, selected Offerors shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals related to negotiation subjects for the purpose of preparing their best and final offer which may be requested and received by the City prior to the conclusion of the negotiation process. Amendments, deletions and additions to the selected Offeror's original proposal shall be related to the negotiation subjects only.

15. Schedule

Publish RFP - Tuesday, March 7, 2023

Deadline for Questions - Thursday, March 30, 2023

Submit Proposals - Tuesday, April 11, 2023

Evaluation/Shortlisting - Monday, April 27, 2023

Oral Presentations - Thursday, May 25, 2023

Best and Final Offers - Thursday, June 1, 2023

Recommendation for Award - June 15, 2023

Negotiations Completed - June 15, 2023

City Council Approval - June 15, 2023

16. Award Without Discussion

The City may award the Agreement on the basis of initial offers received, without discussions. Therefore, each initial offer should contain the Offeror's best terms in relation to all relevant evaluation criteria.

17. Award of Agreement

An award shall be made to the responsible Offeror whose proposal is determined, in writing, to be the most advantageous to the City, taking into consideration the evaluation factors set forth in this solicitation.

18. Modification or Withdrawal of Offer

An offer may not be modified, withdrawn, or canceled by the Offerors for 150 days following the time and date designated for the opening of proposals (except when requested by the City for clarification, presentation or best and final offers) and the Offerors so agree by submitting their proposals.

19. Discrepancies, Errors, and Omissions

Any discrepancies, errors, or ambiguities in this solicitation or amendment(s) thereto (if any) should be reported in writing to the City's Procurement & Supply Management Department. Should it be found necessary, a written

amendment will be incorporated in this solicitation. The City will not be responsible for any oral instructions, clarifications, or other communications.

20. Disqualification

The City reserves the right to disqualify Offerors before or after opening, upon evidence of collusion with intent to defraud or other illegal practices on the part of the Offerors.

21. Execution of Agreement

The individual, firm, or corporation to which the Agreement is awarded shall sign the necessary agreement entering into a contract with the City, and return it to the City within ten (10) business days from the date the final approved agreement has been received by the successful Offeror. No agreement shall be considered binding upon the City until it has been properly executed.

22. Data Collection

Pursuant to Florida Statute 119.071 Social Security Numbers collected from offerors are used for identification, verification and tax reporting purposes.

23. Public Entity Crimes

A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list.

24. Environmentally Preferable Purchasing

It is the policy of the City to purchase recycled and environmentally preferable goods. This includes products that contain recycled material, reduce toxicity and pollution, conserve energy, conserve water and prevent waste. This policy will be carried out consistent with the City's obligations and purpose, and with an overall intent to obtain competitive prices to provide value to the taxpayers.

Offerors are encouraged to submit items in their bids that meet the City's Environmentally Preferable Purchasing ("EPP") program standards. When submitting EPP items for consideration, offerors must submit documentation that substantiates their claims. When evaluating submissions where two products are of equal fitness and quality, and the price of the EPP product is equal to or less than that of a non-EPP content product, the City will purchase the EPP product.

25. Offeror Registration

Offeror must be registered with the Florida Division of Corporations in accordance with Florida Statute 607.1501 to do business within the State of Florida prior to award of an agreement. Offeror must be registered with the City as a vendor prior to award of an agreement. The City online Vendor Registration Form is available on the City's website at http://www.stpete.org/with_the_city/city_supplier_starter_guide.php.

26. Nondiscrimination

Vendors and Contractors for the City of St. Petersburg are required to comply with all applicable laws regarding discrimination in employment including Pinellas County Code Section 70-53 (a)(1) (prohibiting discrimination in employment based on race, color, religion, national origin, gender, sexual orientation, age, marital status, or disability) and all other applicable Federal, State and local laws. Vendors and Contractors are further encouraged to provide workplaces free of discrimination in terms of conditions of employment, including benefits.

27. Prohibited Communication

Offeror and its employees, agents, contractors and representatives are prohibited from lobbying City Council, the Mayor, City staff, selection committee members and City project consultants relative to Offeror's proposal or this solicitation until the solicitation selection and award processes have been completed. Non-compliance with this provision may result in disqualification of Offeror from consideration. Notwithstanding the foregoing, this provision shall not prohibit Offeror from (i) providing public comment in accordance with applicable laws and City policies at public meetings where public comment is permitted, (ii) communicating with the assigned procurement analyst (iii) making a presentation during a selection committee meeting if requested by the selection committee, or (iv) submitting a dispute or complaint in accordance with the requirements set forth in this solicitation.

28. Disputes and Complaints

All complaints or grievances should be first submitted orally or in writing to the Director of Procurement & Supply Management, who will take prompt remedial action. The Director of Procurement & Supply Management shall investigate the validity of the complaint and present the findings in writing to the Offeror. If the Offeror is dissatisfied with the Director of Procurement & Supply Management's remedies, Offeror may then make an appeal to the Mayor's office. Offeror's appeal will be heard by either the Mayor or City Administrator. All complaints, grievances or appeals must be made no later than seven calendar (7) days preceding the date of the City Council meeting approving the Agreement or no later than seven calendar (7) days following the selecting of the successful Offeror if the Agreement does not need to be approved by City Council.

29. Living Wage

The living wage requirements set forth in St. Petersburg City Code Chapter 2, Article V, Division 9, as those requirements may be amended from time to time, (collectively, the "Living Wage Requirements") will be incorporated into the agreement between the City and the selected Offeror where applicable. The Living Wage Requirements are applicable if the average annual contract amount is estimated to exceed \$200,000 and the selected Offeror employs more than 50 full-time employees. Accordingly, where applicable, the selected Offeror shall (i) pay its employees for any hours worked pursuant to the agreement in accordance with the Living Wage Requirements; (ii) comply with prohibitions on retaliation and discrimination set forth in the Living Wage Requirements; (iii) comply with the provisions for enforcement and construction set forth in the Living Wage Requirements; (iv) provide required reports and certification to the City in accordance with the Living Wage. The selected Offeror must comply with the Living Wage requirements set forth in St. Petersburg City Code, Chapter 2, Article V, Division 9, as those requirements may be amended from time to time.

30. Small Business Enterprise Program (SBE)

The City is committed to assisting Small Business Enterprises (SBEs), in accordance with Municipal City Code Chapter 2, Article V, Division 4, 2-231 to 2-237. The program's purpose is to foster growth in the economy and provide opportunities for small business. The City certifies SBEs for contracting and procurement opportunities in construction, goods and services, professional services, and supplies.

A business must be independently owned, operated and controlled, and not dominant in its field of operation and must meet the following criteria: serve a commercially useful function; been in operation for at least one year; has 50 full time employees or less; annual sales volume of \$8 million or less for construction; or \$5 million or less for goods/services/supplies; have a physical address in Pinellas, Hillsborough, Pasco, Manatee, or Polk counties; and must be certified by the Procurement and Supply Management Department.

31. Financial Resources

Offerors selected for short-listing in the evaluation shall be required to provide documentation of their financial resources for providing services and meeting other financial obligations. Such documentation shall include a copy of Offeror's most recent year's audited financial statement summaries and the notes to the financial statement, or an individual tax return and personal financial statement of net worth for the most recent year if Offeror is an individual proprietor.

32. Health In All Policies

Pursuant to Executive Order EO-2018-04, it is the policy of the City to apply the consideration of health, health impacts, and the social determinants of health to the City's decision-making, including the delivery of services and procurement of supplies and construction. Contractors are encouraged to propose services, supplies and construction that promote health to the greatest extent practicable in their responses to City solicitations. Contractors are further encouraged to provide workplaces that promote the health and well-being of their employees.

33. Consideration of Sea Level Rise and Resiliency

It is the policy of the City to apply the consideration of sea level rise and resiliency to the City's decision-making, including in the procurement of City construction projects. Bidders are encouraged to provide documentation addressing the following:

- a. Whether the project considers the latest regional best available science regarding the effects of sea level rise, climate-related vulnerability and resiliency in St. Petersburg;
- b. Whether the project affects an area that is vulnerable to the impacts of sea level rise;
- c. Whether the project will increase the resiliency of the City with respect to sea level rise;
- d. Whether the project is compatible with the City's sea level rise mitigation and resiliency efforts.

34. Wage Theft

The City is committed to eliminating the underpayment or nonpayment of wages earned by persons working in the City of St. Petersburg. It is the policy of the City to engage the selected Offeror in support of the provisions set forth in Municipal City Code Article III, Chapter 15, Sections 15-40 through 15-46 (Ordinance No. 161-H). As such, the City is authorized to direct proactive investigations of designated industries or employers in response to reports of alleged violations of this Article from employees, residents, organizations, or employers.

35. American with Disabilities Act (ADA) Public Notice.

In accordance with the requirements of Title II of the Americans with Disabilities Act 1990, the City of St. Petersburg will not discriminate against qualified individuals with disabilities on the basis of disability in the City's services, programs, or activities. If Offeror requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to adequately respond to this solicitation. Offeror should contact ADA Coordinator Lendel Bright at (727) 893-7229 or email: lendel.bright@stpete.org soon as possible but no later than 72 hours before the applicable deadline.

PART C

Base Agreement Provision

**BASE AGREEMENT SETTING FORTH
THE MINIMUM REQUIREMENTS**

The City reserves the right to add or modify the terms and conditions at any time prior to the final execution of an agreement. The Offeror has the opportunity to take exception to any additional or modified term or condition in the same manner as set forth in.

**Proposal to Provide a Management Evaluation of
Planning and Development Services Department**

ST. PETERSBURG, FLORIDA

April 11, 2023

matrix 
consulting group

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April 11, 2023

Sakha Reed
Senior Procurement Analyst
City of St. Petersburg
175 5th Street N
St. Petersburg, FL 33701

Dear Ms. Reed:

The Matrix Consulting Group is pleased to present our proposal to provide consulting services for Management Evaluation of the Planning and Development Services Department. Our proposal is based on our review of the City's RFP, our research on the Department's operations, and our extensive experience analyzing similar operations on the west coast of Florida and across the country.

Our qualifications stand apart from other consulting firms for the following reasons:

- **Extensive experience in analyzing planning, building and development services operations:** Our experience includes over 200 dedicated studies evaluating development review, permitting, and inspection operations across the country. We have a successful track record of developing implementable solutions for our clients. We have worked with numerous Florida and other large jurisdictions. Similar recent project experience for similar type studies includes Clearwater and Miami Beach as well as Manatee County (FL), Knoxville (TN), and Dallas (TX).
- **Client focus:** The Matrix Consulting Group prides itself on utilizing a project approach that develops recommendations to meet the unique circumstances of each client. While we employ best practices assessments to identify improvement opportunities, we tailor recommendations to ensure they fit the regulatory environment, culture, and service level expectations for each community. This customized approach has resulted in extremely high levels of implementation of our recommendation and marked improvements in service delivery for our clients.
- **Project team qualifications:** We are proposing a highly qualified consulting team that has worked together on similar reviews of planning and development service operations. Additionally, the majority of the senior team members have previously served in executive positions in local government including as planning and

permitting officials. This combination of consulting experience and prior management experience is unequalled in the industry. We have also teamed with Green Street Associations to provide additional Florida planning and development operation experience.

As President of the firm, I am authorized to negotiate and sign any contract for service resulting from this proposal. Please do not hesitate to contact me at the following:

Richard P. Brady, President

Matrix Consulting Group
1650 S. Amphlett Blvd, Suite 213
San Mateo, CA 94402
Phone: 650-858-0507
rbrady@matrixcg.net

We look forward discussing our proposal in greater detail and the opportunity to work with the City of St. Petersburg.



Richard Brady, President
Matrix Consulting Group

A. Project Team

This section of our proposal describes the composition, organization, and management of the project team.

1. Subcontractors

For this engagement, the Matrix Consulting Group has teamed with John Osbourne, AICP of Green Street and Associates. John Osbourne has extensive experience with Florida development review and planning operations. John formally served as the Planning Director and Assistant County Manager for Manatee County.

John will serve as a technical advisor and analyst on this engagement and be an embedded team member. He will be responsible for conducting staff and stakeholder interviews, workload, process, and staffing analysis, and provide analysis for all project tasks.

2. Cooperation

The Matrix Consulting Group’s project team is well adaptive to working on multiple project simultaneously. However, we limit our project team members to only working on five projects at a time and balance projects that are in various stages of completion. Based on the proposed start date of July, we will be finalizing two of our current projects and our team will be able to accommodate the initiation of this engagement.

Our project manager is skilled in balancing our proposed project team commitments with each project they are engaged on. We utilize a real time project management software system that provides project commitments for each week and available time. Also, our project manager is used to working with subconsultants and communicates frequently about project deliverables and balancing their availability. We have collaborated successfully with our subconsultant on previous engagements.

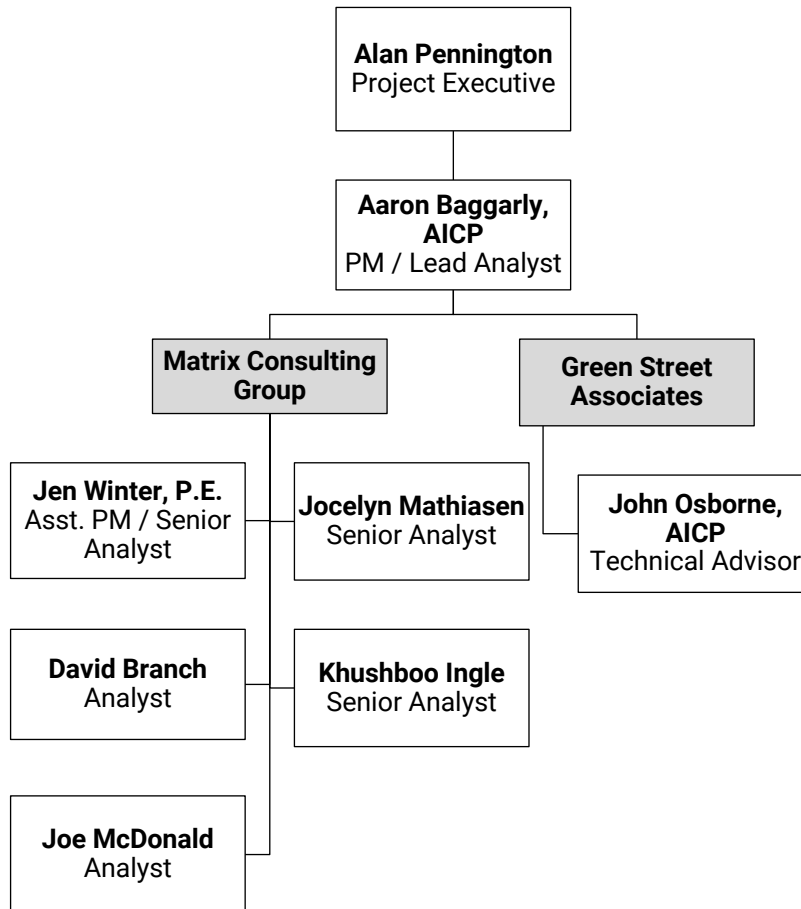
3. Team Roles and Responsibilities

The following table outlines the proposed role and responsibility for each project team member. Project team qualifications and experience is outlined in their resumes under Key Personnel in this proposal.

Team Member	Project Role and Responsibilities
Alan Pennington Senior Vice President	Project Executive. Alan will be responsible for executive oversight for this project. He will be responsible for reviewing all interim and final deliverables prior to delivery to the City to ensure completeness, accuracy, and conformance with all contractual requirements.
Aaron Baggarly, AICP Senior Manager	Project Manager and Lead Analyst. Aaron will serve as the project manager and oversee the day-to-day project team and be the primary contact for the City. He will be involved in all interim and final project deliverables and attend all project meetings and presentations.
Jocelyn Mathiasen Manager	Senior Analyst with a primary focus on the permitting processes and technology utilization related to the department. She will lead the building permitting and inspection operational analysis.
Jen Winter, P.E. Senior Manager	Assistant Project Manager and Senior Analyst with a primary focus on the engineering, floodplain, land development and infrastructure review, permitting and inspections components of the City.
Khushboo Ingle Senior Manager	Senior Analyst with a primary focus on process evaluation, budgetary financial, and administrative operations, and approaches of the Department. She will also assist with the fiscal impact for each project recommendation.
David Branch Manager	Analyst providing support on all tasks associated with the study. He will be responsible for workload and staffing analysis.
Joe McDonald Consultant	Analyst who will support our senior consultants by evaluating data, documenting existing processes, develop process diagrams, collective comparative data, and facilitating the online customer survey.
John Osborne President Green Street	Analyst that will focus on the assessment of planning, zoning, and historic preservation aspects of the department. John will also participate in stakeholder focus group facilitation.

B. Organization Chart

The following chart outlines the members of our proposed project team including all subcontractors.



C. Other Firms

The Matrix Consulting Group has teamed with Green Street Associates for this engagement. Green Street Associates has over 10 years of experience with the planning and development process in Florida.

Green Street Associates was founded by former local government officials, with significant experience in the planning and permitting functions. John Osborne is a former Planning and Development Director and Assistant County Manager with direct oversight of the permitting and inspection processes for a large and growing coastal Florida county. John founded Green Street Associates to provide local government long range planning and recently evolved into management consulting to assist local government in identifying operational and staffing needs to improve customer service.

The Matrix Consulting Group manages subcontractors by specifically outlining their role and responsibility in our contract with them. Once a project is initiated, we meet weekly with our subcontractors to discuss the project and upcoming deliverables and updates the project schedule (in necessary). All subcontractor work is integrated into our interim and final deliverables. We view subcontracting with Green Street Associates as an extension of our project team and they are included in all internal and external project meetings.

D. Key Personnel

This section of our proposal includes information about our proposed key project team members, their experience, and availability. Detailed resumes have also been included.

1. Key Personnel

The following table outlines the proposed role and responsibility for each key project team member.

Team Member	Project Role and Responsibilities
Alan Pennington Senior Vice President	Project Executive. Alan will be responsible for executive oversight for this project. He will be responsible for reviewing all interim and final deliverables prior to delivery to the City to ensure completeness, accuracy, and conformance with all contractual requirements.
Aaron Baggarly, AICP Senior Manager	Project Manager and Lead Analyst. Aaron will serve as the project manager and oversee the day-to-day project team and be the primary contact for the City. He will be involved in all interim and final project deliverables and attend all project meetings and presentations.
Jen Winter, P.E. Senior Manager	Assistant Project Manager and Senior Analyst with a primary focus on the engineering, floodplain, land development and infrastructure review, permitting and inspections components of the City.
Jocelyn Mathiasen Manager	Senior Analyst with a primary focus on the permitting processes and technology utilization related to the department. She will lead the building permitting and inspection operational analysis.
John Osborne President (Green Street)	Analyst that will focus on the assessment of planning, zoning, and historic preservation aspects of the department. John will also participate in stakeholder focus group facilitation.

2. Personnel Management

The assigned project manager (Aaron Baggarly) will proactively manage this project team and balance the project needs and staff’s availability and skill sets. Prior to project initiation the project manager will outline all project team member’s roles and

responsibilities, assign tasks, and subject matter areas, and include all team members in project team meetings. The project manager will also conduct weekly project team meetings and assist each team member on their assignments.

The proposed project team members have worked on dozens of similar engagements and work collaboratively. We have previously worked with our subconsultant on similar projects, and he will be full member of our team.

3. Staff Commitment

The following table summarizes our key project team members availability starting in July when this project is expected to begin.

Team Member	July	Aug.	Sep.	Oct.	Nov.	Dec.
Alan Pennington	25%	30%	40%	60%	70%	85%
Aaron Baggarly	40%	55%	65%	75%	90%	90%
Jen Winter	40%	50%	70%	80%	90%	90%
Jocelyn Mathiasen	50%	60%	75%	85%	90%	90%

4. Team Resumes

The following pages contain resumes for senior team members, minus our project manager and substitute project manager, whose resumes can be found in subsection 5.

ALAN PENNINGTON

SENIOR VICE PRESIDENT, MATRIX CONSULTING GROUP

Alan Pennington leads our General Consulting Practice which includes Community Development and development review assessments. He has conducted over 400 studies including over 100 focused on improving development review processes.

Alan’s extensive experience evaluating community development operations has included the following areas of focus:

- Development process redesign and streamlining including process diagramming,
- Establishment of achievable turnaround times for plan reviews and inspections,
- Best practices assessments,
- Staffing and organizational structure evaluations, and
- Customer and stakeholder outreach on service needs and perceptions of existing services.

Experience Highlights

Dallas, TX: Alan was the project manager on this engagement of the City’s development review operations. This study evaluated all development processes, staffing and organizational structure, technology utilization, and service levels. Key recommendations included:

- Enhancements to the City’s permitting systems to streamline processes and to provide better online access to customers.
- Identified the staffing needs and organizational structure to meet current workload and desired service levels.
- Identified key service gaps through discussion with customer stakeholders and developed recommendations to address verified issues.

Milpitas, CA: Alan served as Project Manager on this study of the development review process which included evaluation of processes, service levels, staffing, organizational structure and technology through a SWOT and analytical analysis. Key outcomes included:

- Modified procedures to streamline application processing.
- Staffing modifications to align resources with workloads,
- Modification of fee structures to align with new processes and ensure appropriate cost recovery.

Project Role: Alan will serve as the project executive. and be heavily involved in all aspects of the project.

Relevant Clients:

- CA Cupertino
- CA Downey
- CA Menlo Park
- CA Milpitas
- CA Napa County
- CA Redlands
- CA Riverside
- CA San Jose
- CA Ventura
- CO Westminster
- FL Kissimmee
- FL Manatee County
- FL Miami Beach
- GA DeKalb County
- GA Gwinnett County
- HI Maui County
- MA Boston
- NY Mamaroneck
- OR Marion County
- SC Greenville
- TX Dallas
- TX Ft. Worth
- VA Hanover County
- WA Des Moines
- WI Waukesha County

Years of Experience: 28

Years with Firm: 17

Education:

BA, University of Maine, Public Management.

MPA, University of Maine,

Professional Association:

International Code Council (ICC)

International City-County Management Association (ICMA)

JOCELYN MATHIASEN

MANAGER, MATRIX CONSULTING GROUP

Jocelyn Mathiasen is an experienced consultant that includes local government permitting and operational experience.

As department director, led the reform of the Department of Permitting and Land Use for the City of Milford, Connecticut, transforming the agency into one focused on customer service and efficiency. Consolidated planning, wetlands, floodplain management, and building review processes to reduce duplication of time and effort, cross-trained clerical staff, and developed improved educational materials and website information to reduce confusion on the part of applicants. Implemented on-line permitting for all projects. Established electronic field inspections so that inspectors could enter results into a tablet in the field.

Her experience encompasses local and regional development and permitting agencies. Emphasis focused on increased efficiency and collaboration between different departments and government entities.

Experience Highlights

Miami Beach, FL: Jocelyn was the lead analyst on this engagement that focused on improved operational efficiencies, review of permitting times and processes, and a review of the development code/ordinances to identify chokepoints in the process for efficient and timely development. Key recommendations included:

- Rewrite of the zoning ordinance to decrease request for variances.
- Modified the building permit review process to reduce the number of resubmittals and number of review entities.
- Technology and legislation improvements to help meet adopted review timelines.

Downey, CA: Jocelyn was an analyst on this engagement that analyzed the City's Community Development operations and staffing needs. Key findings included:

- Opportunities to leverage technology to improve the customer experience.
- Dedicated and cross-trained permit technicians to process development applications.
- Convert key contracted positions to city employees (e.g., Chief Building Official and Building Permit Tech, etc.).

Project Role: Jocelyn will serve as an analyst on this engagement and focus on permitting functions and technology.

Relevant Clients:

CA Downey
 CA Los Angeles
 CA Redlands
 CO Westminster
 FL Kissimmee
 FL Miami Beach
 FL Toho Water Auth.
 FL Fort Myers
 GA Dekalb County
 GA East Point
 IL Niles
 MA Boston
 NC Rowan County
 TX Flower Mound
 TX Fort Worth
 VA Blacksburg
 VA Virginia Beach
 VT Burlington
 WA Bellingham
 WI Waukesha County

Years of Experience: 25

Years with Firm: 9

Education:

Master of Public Policy
 from Harvard University,
 BA in Government from
 Oberlin College

Professional Association:

International Code Council
 American Planning
 Association

KHUSHBOO INGLE

SENIOR MANAGER, MATRIX CONSULTING GROUP

Khushboo is an analyst who is involved in our development review and user fee studies. Her experience with the firm also includes participation in operational audit engagements focusing on reviewing organizational, staffing, internal processes to enhance development services and development of user fees, development impact fees, and cost of service engagements.

Khushboo’s relevant experience include:

- Completed over 100 cost of service studies for clients across the United States.
- Analysis focuses on process flows, staffing structure, workload review, and policy development for planning, building, engineering, and fire prevention services.
- Expertise also includes development of fiscal policies and procedures relating to deposit-based fees and deferred revenues.

Experience Highlights

Milpitas, CA: Khushboo served as an analyst on this engagement, which evaluated both the organizational structure and operational efficiencies of development services and its fees for service. Key analysis includes:

- Review of current workflows, staffing levels, and organizational structure to best serve internal and external customers.
- Modification of current fee schedule to better reflect existing and proposed service levels due to staffing modifications.
- Recommendation for staffing a permit coordinator to guide applicants through the development process.

San Mateo, CA: Khushboo served as the Project Manager on our studies conducted for the Community Development Department to develop a fee schedule associated with Building and Planning-related services. Key aspects of the study included:

- Calculating fully burdened hourly rates to capture full cost for flat and deposit-based fees.
- Streamlining the fee schedule for ease of use by applicant and development services staff.
- Capturing the support provided by other city departments and divisions to development-related activities.

Project Role: Khushboo evaluate the administrative and financial functions of the department.

Relevant Clients:

- CA Downey
- CA Fresno
- CA Milpitas
- CA Mountain View
- CA Riverside
- CA Pasadena
- CA San Clemente
- FL Fort Lauderdale
- FL Osceola County
- FL Miami Beach
- HI Honolulu Water
- HI Maui County
- NC Asheville
- OR Ashland
- OR Tigard
- TX Austin
- TX Dallas
- TX Flower Mound

Years of Experience: 12

Years with Firm: 10

Education:

B.A., University of California – San Diego, International Economics

M.A., University of California – San Diego, International Affairs

Professional Association / Certification:

California Society of Municipal Finance Officers

Government Finance Officers Association

Revenue Enhancement Best Practices

DAVID BRANCH

MANAGER, MATRIX CONSULTING GROUP

David Branch has served as an analyst and project lead on a wide range of government studies covering a variety of county and municipal functions such as building, planning, housing, code enforcement, human resources, finance and purchasing, public works and utilities. David has extensive experience conducting organizational, operational, and staffing assessments during his 9 years with our firm. Relevant experience highlights include:

- Completed over 100 studies for local government entities, including numerous department and agency-wide assessments.
- Analysis focuses on workload and staffing, organizational structure, asset management, and process improvement using recognized best practices and quantitative metrics and modeling and developing implementation solutions to guide clients.

Experience Highlights

Tigard, OR: David served as an analyst in this citywide performance audit and operational review. The study examined the department's performance measures, staffing, organizational structure, and use of technology. It included:

- Analysis of the Community Development Department's performance reporting and use of technology, and recommendations for routine level of service benchmarks and the utilization of the existing application processing software.
- Recommendations to offer fee-based service level gradients and enhance the regular collection of stakeholder feedback through a satisfaction survey.

Aurora, CO: David was a lead analyst for the code enforcement portion of this two-part study on the City's code enforcement and animal control functions. Key findings:

- Geographical analysis of incident volume and recommendations of new approaches to deploying field staff.
- Assessment of technology utilization in the division and recommendation for expanded use of the City's code enforcement case management system.
- Evaluation of proactive and complaint-based workload and recommendations for appropriate staffing to maintain appropriate proactive/reactive balance.

Project Role: David will serve as a workload and staffing analyst.

Relevant Clients:

CA Fresno
 CA Milpitas
 CA Redlands
 CA Riverside
 CO Aurora
 CO Westminster
 FL Coral Gables
 FL Fort Myers
 FL Kissimmee
 GA DeKalb County
 IL Tinley Park
 IL Chatham
 NC Rowan County
 NY Albany
 OR Tigard
 TX Flower Mound

Years of Experience: 10

Years with Firm: 10

Education:

BS, University of Southern California; Policy, Management, and Planning.

M.Ed., University of Missouri – St. Louis, Secondary Education

Professional Association:

American Public Works Association (APWA)

JOE MCDONALD

CONSULTANT, MATRIX CONSULTING GROUP

Joe McDonald has served as an analyst on a wide variety of engagements, ranging from community development departments to municipal airports. Joe assists in developing client surveys, documenting current and future workflows, and assists senior staff in conducting interviews, performing data analysis, and preparing client deliverables.

Experience Highlights

Clearwater, FL: The Matrix Consulting Group was engaged by the City of Clearwater, FL to perform a business process study of its Planning and Development Department. On this project, Joe:

- Administered and analyzed the results of both a community and an employee survey. Assisted in moderating focus groups with individuals that were well-acquainted with the City’s development processes (developers, lawyers, etc.).
- Worked with City staff to develop workflow diagrams that represent the Department’s key processes (permit applications, zoning approvals, etc.). Information from these diagrams were leveraged by the project team to make recommendations on how to best optimize development processes.

Rocklin, CA: As part of the assessment of the Community Development and Public Services Department organizational assessment, Joe supported senior project team members in the following areas:

- Facilitated the process mapping workshops to document development review, permitting, and inspection processes.
- Responsible for the customer survey outreach and analysis. Identified key strengths and challenges with the current operational approaches.
- Conducted a comparative survey with eight peer communities to understand their organizational structure, staffing approaches, and technology utilization.

Project Role: Joe will be responsible for process documentation, employee, and stakeholder survey facilitation.

Relevant Clients:

- CA Rocklin
- CA San Bernardino Co
- CA San Dimas
- CO Greeley
- FL Clearwater
- FL Dunedin
- FL Naples
- IA Cedar Rapids
- NV Henderson
- TN Knoxville
- WA Snohomish Co.
- WV WVU

Years of Experience: 2

Education:

BA – Professional and Technical Communications, University of South Florida

Professional Association:

- Florida City County Managers Association (FCCMA)
- Engaging Local Government Leaders (ELGL)
- Society for Technical Communications (STC)

JOHN OSBORNE, AICP

PRINCIPAL, GREEN STREET ASSOCIATES

John Osborne has over 26 years of experience in both local government and as a consultant focused on the processing and review of land development applications. John most recently worked for Manatee County Government in as Deputy County Administrator and Planning Director and oversaw planning and development activities, and prior to that worked for another planning firm. Relevant highlights include:

- Past and current work with local governments updating land development regulations to improve performance and efficiency.
- Represent private sector clients throughout southwest Florida for land development entitlements.

Experience Highlights

Holmes Beach, FL: John led the firm's efforts on this engagement and identified improvement opportunities in the following key areas:

- Update portions of land development regulations to include review processes of specific updates.
- Geographic Information Systems support, development of field data tool, and update of various city layers.
- Review of land development and permit applications.

Manatee County, FL: Project focused on improving customer service, communication, process, and identification of digital technology needs. Helping implement the following:

- Led updates of development review processes to include updates to land development regulations focusing on economic development and redevelopment incentives.
- Creation of administrative procedures manual for land development review and impact fee administration.
- Training of commissioners and workshops for citizens to improve understanding of land development review process.
- Analysis of planning, building, and code enforcement activities, organizational review, and process evaluation and reengineering.
- Implemented digital site plan review and submittal system as transition to full online permitting software system.
- Led Manatee County's How Will We Grow? planning update with Board approval for significant updates to land development policy, master infrastructure planning, and financing.

Project Role: John will serve as an analyst for planning operations.

Relevant Clients:

FL Holmes Beach
FL DeSoto County

Years of Experience: 26

Years with Firm: 2

Education:

BA, University of South Florida, Geography, Minor in GIS.

MS, American Military University, Environmental Policy and Management.

Professional Association:

American Institute of Certified Planners (AICP)

American Planning Association

Florida Planning & Zoning Association

Growth & Infrastructure Consortium

Publications:

"He Practices What He Preaches," *Planning Magazine*, (May 2004)

"Complete Streets" FL Section Institute for Traffic Engineers (ITE), *FLITE Magazine*, (May 2014).

"A Business Approach to Growth Management in Manatee County, Florida," *Practicing Planner* Vol. 12, No. 3, 2014.

5. Project Manager and Substitute Project Manager

The following pages contain resumes for Aaron Baggaly, project manager, and Jen Winter, substitute project manager.

AARON BAGGARLY, AICP

SENIOR MANAGER, MATRIX CONSULTING GROUP

Aaron Baggarly is the lead analyst on development review, permitting, and inspection related engagements.

Aaron most recently worked for the City of Stillwater, OK as the Planning Manager and oversaw the City’s planning and development activities, and prior to that worked for another planning firm. Relevant highlights include:

- Completed over 120 studies for local government entities.
- Analysis focuses on process studies for planning, building, and code enforcement activities, organizational review, and process evaluation and reengineering.
- Performed data and workload analysis, needs assessments, visioning, organizational and staffing assessments, public engagement, and best management practices evaluation.
- Serves on his local Board of Adjustment.

Experience Highlights

Clearwater, FL: Aaron led the firm’s efforts on this engagement and provided improvement opportunities in the following key areas:

- Centralize floodplain administration in Planning and Development and establish a full-time position.
- Create and provide internal and customer training on the use of the City’s permitting platform.
- Revise the planning application process to be more streamline and require complete applications at submittal.
- Conducted a workload and staffing analysis for all development positions.

Knoxville, TN: Aaron served as the project manager and lead analyst on this project that evaluated the City’s development review, permitting, and inspection processes. Key analysis and recommendations included:

- Process mapped 35 development processes and evaluated them to identify operational and technology efficiencies.
- Conducted a comprehensive technology assessment to streamline the process and enhance cross-departmental collaboration.
- Identified staffing resource needs for each Department.
- Move the Planning function to under the direction of the City and the Chief Economic Development Officer.

Project Role: Aaron will serve as the project manager and lead analyst.

Relevant Clients:

- CA Menlo Park
- CA Milpitas
- CA Mountain View
- CA Riverside
- CA Rocklin
- CA Ventura
- FL Clearwater
- FL Miami Beach
- FL ToHo Water Auth.
- GA East Point
- IL Tinley Park
- MA Boston
- NC Rowan County
- NY Mamaroneck
- OR Forest Grove
- TX Dallas
- TX Fort Worth
- TX Flower Mound
- TX Prosper
- TN Knoxville
- VA Blacksburg
- VT Burlington
- WA Everett
- WI Waukesha County

Years of Experience: 16

Years with Firm: 7

Education:

BS, Appalachian State University, Community and Regional Planning, Minor in GIS.

Professional Association:

American Institute of Certified Planners (AICP)
American Planning Association

JEN WINTER, P.E.

SENIOR MANAGER, MATRIX CONSULTING GROUP

Jen Winter leads our Public Works and Infrastructure practice area. She leads all public works studies including asset management, engineering, streets, traffic and transportation, public utilities, and related services.

Prior to joining Matrix Jen served within local government as the Public Works Director for the City of Cedar Rapids, Iowa. She has also previously served as the Regional Director for an engineering consulting firm. Her local government experience includes:

- Strategic planning, organizational and staffing assessments, data, and workload analysis, needs assessments, public engagement, and best management practices evaluation and implementation.
- Process studies within public works and development activities, organizational review, and process evaluation and reengineering.
- Asset management strategies critical to the planning and measurement of infrastructure.
- Extensive training in and experience implementing organizational health initiatives.
- Crises management and disaster response.
- Disaster resiliency planning including flood control planning.

Experience Highlights

Cedar Rapids, IA: Jen led the implementation of the organizational and operational review for the City of Cedar Rapids Public Works Department which included engineering, streets, traffic, stormwater, sanitary sewer, real estate, and right of way management.

- Authored the departments first Strategic Plan to align the department goals with those of the City Council.
- Reorganized the department to create divisions with better aligned teams and opportunities for career development and succession planning.
- Outlined process improvements for a more predictable and efficient work process.
- Implemented and participated in emergency response training and development. Experience with multiple federally declared disasters.
- Developed and implemented an asset management system for all public infrastructure.
- Led the planning and outreach for the development and implementation of a pavement management program.
- Introduced and led formal project management training.

Role on This Engagement: Jen will serve as substitute project manager and engineering / land development analyst.

Relevant Clients:

CA	Dublin
CA	Santa Maria
CA	Marin County
CA	Santa Barbara
CA	Vacaville
FL	Dunedin
FL	Naples Airport
MD	Takoma Park
MO	Joplin
NC	Fayetteville
NE	Sarpy County
PA	SARAA
TN	Knoxville
WA	Snohomish County

Years of Experience: 25

Years with Firm: 2

Education:

BS, Iowa State University,
Civil Engineering

Professional Association:

American Public Works
Association (APWA)
APWA Center for
Sustainability (Past Chair)
APWA Iowa Chapter Board
Member

E. Experience

The Matrix Consulting Group has extensive experience conducting reviews of permitting and development review operations, both as part of city-wide organizational studies and in dedicated studies focused solely on permitting and development processes. We have conducted over 200 studies focusing specifically on development review functions and over 90 organization-wide studies for local government. Recent clients include:

- | | | |
|------------------------------|------------------------------------|--------------------------------------|
| Albany, New York | Fort Worth, Texas | Napa County, California |
| Arlington, Virginia | Greeley, Colorado | Niles, Illinois |
| Blacksburg, Virginia | Greenville, South Carolina | Oceanside, California |
| Boston, Massachusetts | Gwinnett County, Georgia | Pasadena, California |
| Beverly Hills, California | Hanover County, Virginia | Prosper, Texas |
| Clearwater, Florida | Half Moon Bay, California | Redlands, California |
| Concord, Massachusetts | Hilton Head Island, South Carolina | Richland, Washington |
| Coral Gables, Florida | Johnson City, Tennessee | Riverside, California |
| Culver City, California | Kissimmee, Florida | Rocklin, California |
| Cupertino, California | Knoxville, Tennessee | Rowan County, North Carolina |
| Dallas, Texas | Lake Oswego, Oregon | San Francisco, California |
| Dayton, Ohio | Lawrence, Kansas | San Jose, California |
| DeKalb County, Georgia | Lee’s Summit, Missouri | Santa Monica, California |
| Des Moines, Washington | Los Angeles, California | South Pasadena, California |
| Downey, California | Manatee County, Florida | Sunrise, Florida |
| Dunedin, Florida | Maui County, Hawaii | ToHo Water Authority, Florida |
| East Point, Georgia | Menlo Park, California | Waukesha County, Wisconsin |
| Flower Mound, Texas | Miami Beach, Florida | West Palm Beach, Florida |
| Forest Grove, Oregon | Milpitas, California | Westminster, Colorado |
| Fort Myers, Florida | Mountain View, California | Ventura, California |

We are currently finalizing a permitting review study for Stafford County, Virginia and just initiated a study for Santa Rosa, California.

We also have evaluated development review processes as part of organization-wide studies and assessments. Recent clients include:

- | | | |
|-------------------------|---------------------------|----------------------------------|
| Albuquerque, New Mexico | Goodyear, Arizona | Palos Verdes Estates, California |
| Augusta, Georgia | Half Moon Bay, California | Rancho Mirage, California |
| Avon, Connecticut | Johnson County, Kansas | Raymore, Missouri |
| Barstow, California | Monroe County, Michigan | Roseville, California |
| Brattleboro, Vermont | Monrovia, California | Schertz, Texas |
| Deltona, Florida | Montpelier, Vermont | St Cloud, Florida |
| Franklin Township, NJ | Orland Park, Illinois | Tigard, Oregon |
| Fort Morgan, Colorado | Orting, Washington | Tinley Park, Illinois |

These clients are just an example of the projects we have completed in the last ten years.

F. Reference Projects

This section of our proposal will provide an overview of our experience on similar studies.

1. Project References

Clearwater, FL	Business Process Study of the Development Process
Project Contact:	Gina Clayton, Planning and Development Director
Phone Number:	727.562.4587
Email:	gina.clayton@myclearwater.com
Project Dates:	May 2022 – January 2023
Project Fee:	\$94,930
Project Team:	Alan Pennington – Project Executive Aaron Baggarly – Project Manager and Lead Analyst Jocelyn Mathiasen – Senior Analyst Joe McDonald – Analyst and Stakeholder Facilitator

Project Summary: This study was a review of the City’s development review, permitting, and inspection processes and included staff in Planning and Development, Engineering, Transportation, Fire, and Utilities. Key tasks included the diagramming of existing processes, identification of opportunities to streamline processes, review of current organizational structure, staffing, and technology utilization. This engagement also included an extensive customer and stakeholder outreach.

Clearwater has adopted robust processing times for development review (planning) and building permit applications and have leveraged the use of their permitting system to help facilitate an efficient and collaborative review process. Recommendations made as part of this project included: update the permitting software system to be more user friendly (internal and external), cross train Development Services Technicians, implement succession planning, improve staff’s knowledge of the overall development process, hire an internal permitting software business analyst, consolidate floodplain administration through the creation of a new Floodplain Administrator, and create an online one stop shop for development.

Miami Beach, FL	Development Services Assessment
Project Manager:	Natasha Diaz, Assistant Director – Building
Phone Number:	305.673.7000 ext 26335
Email:	NatashaDiaz@miamibeachfl.gov
Project Dates:	November 2018 – May 2019
Contract Amount / Final Cost	\$74,900
Project Team:	Alan Pennington – Project Executive Aaron Baggarly – Project Manager and Lead Analyst Jocelyn Mathiasen – Senior Analyst

Project Summary: The firm was engaged by the City to conduct review of the following areas: timeliness of service delivery, decisiveness and authority levels, processes utilized, charter requirements versus delegated authority, a best practices review, internal controls, and customer outreach. Current challenges included duplication of review authority between various departments, application of the adopted ordinance, communication challenges, meeting performance goals, and understanding of individual and collective roles in the review process. Also, challenges existed related to historic designation and redevelopment of quasi-historical properties. The combination of these challenges resulted in a cumbersome and lengthy application and review time.

Key recommendations focused on: updating of policies and procedures to align with state statues, establishment of performance standards, reduction in processing time through cross-training of reviewers, process redesign to eliminate manual scanning of documents for review through implementation of electronic submittals, increasing the number of administrative approvals, require completeness checks on all submittals, implementation of a Development Review Committee, reallocation of various variance approvals from the Land Use Board to the Board of Adjustment, modification and simplification of zoning to reduce multiple overlays, and modification of the existing land development ordinance to create a simplified and consist review process.

Knoxville, TN	Evaluation of the Development Review Process
Project Manager:	Cheryl Ball, Deputy Policy Officer
Phone Number:	865-310-0379
Email:	CBall@knoxvilletn.gov
Project Dates:	May – November 2022
Project Fee:	\$124,900
Project Team:	Alan Pennington – Project Executive Aaron Baggarly – Project Manager and Lead Analyst Jen Winter – Engineering Analyst and Code Analyst Chas Jordan – Code Analyst Joe McDonald – Data Analyst and Stakeholder Facilitator

Project Summary: The Matrix Consulting Group was tasked with reviewing the City’s development review, permitting, and inspection processes. The provision of development services is provided by a combination of three City departments, a regional planning agency, a public utility agency, and the County Health Department. As part of this assessment the project team reviewed: technology system and integration, communication/collaboration, customer information and outreach, processes, the adopted development code, performance goals, and staffing needs.

Key findings and recommendations included: There was a clear lack of integration between review disciplines and the need for greater technology access, utilization, and integration, clarity in roles and responsibilities of reviewers, enhanced communication, and collaboration, and increased centralized oversight of the development process. Several recommendations focused on updating the development code to streamline the process, modify the code to remove ambiguity, and to align current practices with the code. Also, the project team made several organizational structure recommendations that including creating a standalone City Planning Department, place all four development departments under a single Development Officer, modify the requirements for Fire Inspectors, and increase staffing in Engineering, Planning, and Building Plans Reviewers/Inspectors to meet performance goals and workload levels.

The following table summarizes similar assessments of Planning and Development functions in the past five years completed by the firm and project team members.

Jurisdiction	Alan Pennington	Aaron Baggarly	Jocelyn Mathiasen	Jen Winter	Khushboo Hussain	David Branch	Joe McDonald
Blacksburg, VA	✓	✓	✓			✓	
Boston, MA	✓	✓	✓				
Clearwater, FL	✓	✓	✓				✓
Dallas, TX	✓	✓			✓	✓	✓
Downey, CA	✓	✓	✓		✓	✓	
East Point, GA	✓	✓	✓				
Everett, WA	✓	✓			✓	✓	
Flower Mound, TX	✓	✓			✓	✓	
Forest Grove, OR	✓	✓			✓	✓	
Fort Worth, TX	✓	✓				✓	
Greeley, CO	✓	✓	✓				✓
Gulf Shores, AL	✓	✓			✓		
Knoxville, TN	✓	✓		✓			✓
Mamaroneck, NY	✓	✓				✓	
Menlo Park, CA	✓	✓				✓	
Miami Beach, FL	✓	✓	✓				
Milpitas, CA	✓	✓			✓	✓	
Napa County, CA	✓	✓	✓		✓		
Prosper, TX	✓	✓				✓	
Richland, WA	✓	✓	✓	✓	✓		✓
Riverside, CA	✓	✓			✓	✓	
Rocklin, CA	✓	✓	✓				✓
Rowan County, NC	✓	✓	✓			✓	
Sammamish WA		✓			✓		
Stafford County, VA	✓	✓	✓	✓			✓
Toho Water, FL	✓	✓				✓	
Waukesha Cty., WI	✓	✓				✓	

2. Contract Failures, Litigation, Etc.

The Matrix Consulting Group nor its employees have had any alleged or sustained contract failures, licensing, or permit violations, or any civil/criminal litigations or investigations pending. Nor has the firm been judged guilty or found liable for any activity.

3. Licenses

While domestically incorporated in California, we are also incorporated in Florida as a foreign corporation. The following page contains our current Florida Certificate of Status.

State of Florida

Department of State

I certify from the records of this office that MATRIX C G INC. is a California corporation authorized to transact business in the State of Florida, qualified on August 2, 2006.

The document number of this corporation is F06000005103.

I further certify that said corporation has paid all fees due this office through December 31, 2022, that its most recent annual report/uniform business report was filed on April 24, 2022, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Sixteenth day of June, 2022*




Secretary of State

Tracking Number: 9916410877CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

4. Similar Project Experience

Below is a table of similar projects to the one requested by St. Petersburg completed since 2017. For all projects, we did not exceed the project budget. All projects had a not to exceed budget. All original project schedules were met or were modified to meet the needs of the client (e.g., client delay in reviewing interim deliverable, council presentation pushed due to other priorities, etc.). Due to a significant number of similar projects completed, project contacts may not be available for all projects. We can provide additional contact information for the projects listed below.

Client	Project Description	Dates
Blacksburg, VA	Development Review Process Analysis	2018
Boston, MA	Inspectional Services Department Operational and Staffing Assessment	2017 - 2018
Clearwater, FL	Evaluation of the Development Review, Permitting, and Inspection Processes	2022 - 2023
Dallas, TX	Evaluation of the Staffing, Technology, and Organizational for the Development Services Department / Implementation Assistance	2021 – 2022 / Ongoing
Everett, WA	Public Works Operations Organizational Assessment (Included Building and Planning)	2018 - 2019
Flower Mound, TX	Assessment of the Town's Development Review and Inspection Services	2020
Fort Myers, FL	Review of the Development Process	2018
Fort Worth, TX	Staffing Assessment of Code Compliance	2019
Greeley, CO	Organizational Study of the Community Development and Economic Development Departments	2022
Gulf Shores, AL	Building and Planning Staffing Assessment	2019 - 2020
Knoxville, TN	Development Review Process Evaluation	2022 - Ongoing
Mamaroneck, NY	Review of the Development Process	2018 - 2019
Menlo Park, CA	Community Development and Public Works Organizational Assessment	2018 - 2019
Miami Beach, FL	Review of the Development Services Operations, Processes, and Staffing Assessment	2018 - 2019
Milpitas, CA	Development Review Staffing, and Fee Assessment	2018 - 2019
Napa County, CA	Planning Department Operational Review	2017 - 2018
Prosper, TX	Assessment of the Development Review Process	2021 - 2022
Riverside, CA	Community Development Organizational Audit	2020 - 2021
Rowan County, NC	Centralized Permitting Evaluation	2019 - 2020
Sammamish, WA	Development Fee Schedule and Staffing Analysis	2021
Stafford County, VA	Commercial Development Review Process Evaluation	2022 - Ongoing
Toho Water Authority, FL	Update to the Development Review Process and Operational Assessment	2019
Waukesha County, WI	Permitting Process Evaluation	2018

5. Previous or Current Work for the City of St. Petersburg

Matrix Consulting Group conducted a study of the St. Petersburg Police Department in 2006. The contract amount was \$104,000.

G. Project Approach

This section of our proposal will provide an overview of the Matrix Consulting Group's project management engagement philosophy.

1. Our Philosophy and Approach

The Matrix Consulting Group takes a clearly defined, client-centered project approach to each study we conduct. Key elements of our philosophy and approach to providing consulting services include the following:

- A principal of the firm is involved in every project, providing oversight, quality control and management assistance for all of our studies. For this study Alan Pennington, Senior Vice President will serve in this capacity.
- We are objective and data driven. We do not base our recommendations on opinions or simple comparative measures. We ensure that our analysis is based on a comprehensive understanding of our client's unique service level goals, workloads, risks, regulations, and operating environment.
- Our projects are approached with a firm grounding in analytical methodology. Our clients receive detailed analysis of their specific issues. All impacts are identified and analyzed in detail to ensure that recommendations can be implemented, and our clients can understand the reason for change.
- Our projects are characterized by extensive interaction between consultants and clients, including both executive management and policy makers, as well as supervisory and line-level staff. We will specifically speak to those individuals who are involved in the respective operations and processes to learn more about their roles and to obtain feedback regarding our analysis, findings, and potential solutions. Additionally, we will propose the use of a prior customer survey and focus groups to understand their perspective of the services provided by the City.
- We prioritize formal project management techniques to ensure clear communication, timely task completion, and a thorough analysis of issues. We take pride in delivering our work on time, on budget, and at a level of quality which exceeds expectations.

These five pillars guide our work and have resulted in successful projects and satisfied clients.

2. Interaction Between Project Team and City

One critical success factor in conducting a project such as this in an efficient, timely, and effective manner is project management. The Matrix Consulting Group utilizes project management approaches that assure that (a) efficiencies can be achieved in the gathering and analysis of information; (b) disruption to the day-to-day operations of the City can be minimized; and (c) later tasks can build upon the results of earlier ones so that backtracking and redundant work effort (and unnecessary costs to the City) can be avoided. Key aspects of our project management include:

- All project members will be equipped with interview guides when they are engaging with City staff to ensure that all interviews are focused on the relevant information gathering. This includes both internal staff and subconsultants.
- We will prepare a comprehensive data collection list prior to project kickoff to ensure that staff have adequate time to collect requested items.
- The Matrix Consulting Group project team will hold at a minimum, weekly internal project team meetings to ensure that all team members are on track to complete their specific project assignments on time.
- All interim project deliverables will be reviewed by the Project Manager and the Senior Vice President prior to being distributed to the City for their review.
- We propose that the City establishes a project steering committee responsible for reviewing interim deliverables and providing guidance to the Matrix project team.
- We propose the use of regularly scheduled project meetings with the City's project manager and steering committee to provide regular project status meetings and discussion of any project related challenges. The frequency of these meeting will be established with the City's project manager and/or steering committee.
- Upon review of each deliverable, a deliverable review meeting will be scheduled to discuss feedback and next steps.
- Provide monthly project status reports (in writing and verbally) to the City's project manager on the completion of each project task and any pending issues.

The above points are our standardized approach to project management and engagement results in a proactive study. This approach ensures there are few surprises with the draft report and recommendations.

H. Proposal

This section of our proposal outlines our proposed task plan, project schedule, and team engagement to complete this study.

1. Task Plan

This section of our proposal presents an overview of the proposed task plan for conducting this engagement and ensuring a thorough review of the Planning and Development Department operations, staffing, and organizational assessment. Based on the City’s request for proposal, we have structured our task plan in a way that includes an analysis of all requested tasks, identification of findings, develop recommendations and designing a realistic implementation plan.

Task 1 | Project Kick-off Meeting.

Upon execution of the contract the project team will hold a formal project kick-off meeting with key City and P&DS Department staff to discuss the parameters and reason for this study. The intent of this project kick-off meeting is to confirm the goals and scope of work, finalize the project schedule, and develop an initial understanding of available project data. The City’s project steering committee, project manager, and project contact should be established. At this meeting, we will also establish regular project check-in meetings.

The deliverables for the project kick-off meeting will be a project contact list, updated project schedule, identification of first round of staff interviews, preliminary data collection list, and a confirmed scope of work if necessary.

Task Deliverable – A project initiation meeting that will confirm the project goals, schedule, scope of work, and a preliminary data collection list.

Task 2 | Conduct Internal Stakeholder Meetings and Develop an Existing Conditions Assessment.

To evaluate the Department operations and processes, we need to develop an in-depth understanding of the key issues impacting and shaping service requirements. To develop this perspective, we will conduct interviews with representatives from each of the Department’s divisions, City’s management, appointed/elected officials, and others involved in the development review process. These interviews will focus on exploring issues and attitudes in the following areas:

- Adequacy of service levels, and perceived gaps in existing levels of service.
- Organizational changes which have been made in the past several years and perceptions of the impacts of these changes.
- Impact of Covid-19 on the development review process and department operations.
- Goals and objectives with regard to the delivery of services in each operational functional area.
- Adequacy of management systems and technology, and the extent to which managers utilize this information to make meaningful managerial, operational, scheduling and staff allocation decisions.
- Outsourcing philosophy of the Department; the services that are currently outsourced and additional candidates.
- Identification of relevant workload for staff involved in the review process.

Next, we will develop a detailed description of the services provided by the Department. Our focus will be on how services are delivered, staffed, and managed. The development of this detailed description will be based on interviews as well as on the collection of operating information and data, including the following:

- The current organization of the Department including:
 - The structure and functions of each division and unit.
 - The staffing levels of each division.
 - The basic job responsibilities staff; and
- Documentation of all key operations, including:
 - Service scope and content.
 - How staff are scheduled and deployed.
 - Workload data.
 - Basic service levels; and
 - The extent of contracted services by type, size, and cost.
- Documentation of the current technology in use in the divisions, including:
 - Current permitting, review, and code enforcement software systems.
 - Geographical information system.
 - Information Technology Master Plan.
 - Use of hand-held devices for reporting work in the field.
- Documentation of management systems available to support departmental operations, including:
 - Financial reporting, billing, and systems.

- Budget allocation and funding sources.
 - Organizational business processes and procedures; and
 - Performance monitoring systems.
- Document current performance targets related to major services areas within the development review process such as turnaround times for permitting processes, percentage of inspections completed within 24 hours of request, etc.
 - Document the current coordination mechanism and procedures in place to coordinate service delivery among different divisions and departments.

Also, we will document key processes, educational materials, communications, and the utilization of technology to complete work tasks. In addition to conducting interviews, the project team will observe operations.

After the initial data collection activities have been completed, the project team will prepare a summary current state assessment that presents our understanding of the current organization, staffing, and operations of the services provided by the Department. This profile will be circulated among staff for comment, to ensure the accuracy of our understanding. This current state assessment/profile will then be presented to the City's Project Team. Once completed and reviewed, the current state assessment will provide the basis for analysis conducted and completed in subsequent study tasks.

Task Deliverable – A current state assessment summarizing staffing levels, roles, technology levels, processes, and workload for each Department division and functional areas.

Task 3 | Develop an Employee Survey to Document Employees Attitudes Toward the Work Environment, Processes, and Culture.

In this task we will develop a survey for all department employees to provide input to the project team. This survey will be distributed electronically and will be compiled to maintain anonymity of respondents. The survey will probe employee attitudes regarding:

- Current approaches to communication. This will include a review of internal and external communication.
- Efficiencies of current processes and utilization of technology.
- Adequacy of onboarding training and in-service training programs.
- Workplace culture and morale.
- Perceptions of accountability, management, and supervisory approaches.

- Service levels and gaps in service.
- Employee growth, development, and succession planning.
- Perceptions of staff safety, equity, discrimination, and advancement opportunities.
- The organizational orientation toward shared goals and objectives.
- Workload, staffing and resource levels.

The employee survey results will be analyzed to identify the key themes from the responses and the findings will be discussed with the project steering committee. The analysis will include comprehensive analysis and cross tab analysis based on division, gender, race, and other demographics. This effort will help identify potential issues related to departmental operations, workplace culture, and other organizational issues.

Task Deliverable – An analysis of the employee survey and identification of potential issues to be evaluated in subsequent tasks.

Task 4 | Assess Customer Satisfaction with P&DS Department Services, Processes, and Operations.

To ensure that the project team has a good understanding of the customer’s perspective of the services provided by the Department, we will utilize two techniques to obtain input:

- **Conduct an online stakeholder survey** of recent customers to obtain the widest possible input on the Department’s development review and permitting processes. This survey will be distributed electronically to prior customers of the City over the last 2 – 3 years and include questions regarding the efficiency, effectiveness and clarity of current development review processes and request input on the current strengths and improvement opportunities for existing processes and procedures.
- **Conduct two focus groups with prior customers** to elicit more detailed and specific information regarding the City’s processes. Each focus group would consist of individuals who have recently conducted business with the City as well as representatives from professional trade groups. We recommend that at least some of the focus groups be conducted virtually to provide the greatest flexibility and opportunity for individuals to participate in this important input mechanism.

These efforts will be designed to understand the customer’s perceptions of the Department’s process, associated challenges, and strengths of the service environment and to identify those changes the customers would most like to see implemented to improve service delivery or timeliness of service provision.

Task Deliverable – Summary of customer feedback from the online survey and focus group meetings identifying key trends and issues related to the development review process.

Task 5 | Compare Department Operations to Industry Best Practices.

The purpose of this task is to evaluate the services provided by the Department related to application review, permitting, and inspection processes, organization, staffing, and operational activities in the context of best management practices in the profession. When conducting the best management practices assessment, each operational area would be assessed against a unique set of management practices. We will evaluate the programs and practices of the various departments involved in providing services in areas such as staffing, management and strategic planning, processes utilized, employee training, communication, timelines, technology, educational materials, website, etc.

The best practice assessment will provide an analysis that includes the identification of areas where the Department currently meets or exceeds the best practice and, more importantly, those areas where current gaps and shortcomings exist and therefore present opportunities for improvement of existing operations. The best practice assessment will begin to clearly identify major operational issues and will include preliminary analysis of applicable workload and process data.

Task Deliverable – An evaluation of Department practices compared to best practices and a summary of issues identified from this assessment.

Task 6 | Evaluate Department Operational Practices, Policies, Technology, Service Levels, Staffing, and Organizational Structure.

This task involves an evaluation of various elements of the Planning and Development Services Department workload, staff utilization, work practices, technology use, service levels, employment practices, and organizational structure within the Department and associated functions. We will address these issues by employing these approaches:

- **Establish Missions and Goals for the Department.** This subtask will review the Department's mission and goals and determine if they are established, and the mission is embraced by staff. Assessment will include a review of the mission and goals, do these missions align with department operational goals, have all divisions embraced the missions and goals, are goals measurable and track, are these performance goals reported and staff held accountable, evaluation of employees understanding of departmental goals, and does the department and

divisions need to redefine the mission statement and if so, help define a new mission. This subtask will be the framework for additional analysis outlined below.

- **Evaluate policies, procedures, and ordinances.** We will evaluate the various development policies to ensure they appropriately allocate responsibility for decision-making authority and that policies are being implemented. The evaluation would include an assessment of the effectiveness of the current policies to ensure compliance with all adopted policies, procedures, ordinances, state statutes, and directives. We would specifically review the policies and process to ensure consistency in the application of policies and that employees are held accountable.
- **Analyze the various work processes of the Department** This review will include all department work processes and include environmental review, sustainability, planning, building, engineering, and other functional areas. This analysis will also include a review of three years of workload for each functional area of the Department. Additional analysis will focus on the identification of opportunities to streamline internal processes and assignments as well as work practices to increase productivity and/or enhance their effectiveness. Also, we will identify the degree to which key tasks are not being accomplished due to lack of staff and assess the extent to which tasks could be absorbed through streamlining of work process. Additional analysis would focus on defining specific roles of departments/staff in the processes. This review will include all department work processes and include environmental review, sustainability, planning, building, engineering, and other functional areas.
- **Analyze response and review timeliness.** The focus of this task is for the project team to conduct an in-depth analysis of response and review timeliness. The project team will evaluate the previous three year's workloads to understand processing timelines. Analysis will include the timeliness of processing applications (by review entity), conducting initial and subsequent application reviews, issuing permits (or approval), scheduling and completion of inspections, and finalizing certificate of occupancies. Also, we will identify where timelines are not in compliance with established performance metrics, adopted local and state ordinance, regulation, or statute, and/or industry best practice. Recommendations may include identification of new performance metrics to align with the City's service level expectations and resource availability.
- **Evaluate customer service and communication, including internal and external customers.** The project team will analyze the level of service provided to both internal and external customers. The project team will address coordination between departments/ divisions related to the development process and

approach used for public outreach and education. The analysis will include an assessment on how to improve coordination and communication between review entities, review of information on the Department's website, and the potential impact of alternative operational approaches for customers.

- **Evaluate current technology systems.** This task will focus on understanding and assessing current technology systems utilized by the City. The project team will evaluate the current permitting software suite, degree to which GIS is implemented and utilized, how mobile and handheld devices are used in the field (e.g., tablets for inspectors), and the degree to which current systems result in efficient information-sharing and elimination of duplicative input. We will also evaluate how proposed changes to the use of technology may impact efficiencies and operations. Identify current issues related to accessibility and training related to the use of technology.
- **Review of Management Approaches.** This subtask will focus on the management and leadership approaches by Department and City management. The review of management will be a comprehensive assessment of management skills, communication approaches, soft skills, articulation of goals and objectives, accountability (staff and management/supervisors), implementation and compliance with adopted policies and procedures, development of staff, equity, and other management related functions. This will be a comprehensive review of the management philosophy and approaches deployed by leadership and identify improvement opportunities to better lead and engage staff and promote a culture of accountability and engagement within the Department.
- **Assess how the development review functions are organized.** The project team will evaluate the overall plan of organization for the development review functions included in this study. We will utilize a number of principles in the evaluation of organizational structure including:
 - Does the approach to organizing development foster accountability?
 - Are supervisory spans of control too broad or too limited?
 - Does the current organizational structure provide adequate communication and coordination and enhance shared knowledge?
 - Do the plans of organization enable staff to provide better service to the public in terms of cycle times, user friendliness, performance management, quality control, and consistency?

The result of this analysis will be a proposed organizational structure for the provision of services and specific staffing levels to meet service demands, ensure

continuity of operations, and identify critical positions where succession planning efforts should be focused.

- **Evaluate the skill mix of current staff and determine staffing resource needs.** Our project team will evaluate the adequacy of staffing levels to address anticipated workload needs and with a focus on ensuring continuity of operations. In this assessment, we will evaluate whether the staff possess the required skills to perform assigned tasks and the total number of in-house and/or contracted staff to complete the current workload within the adopted timelines. Staffing level analysis will be based on different service level parameters desired by the City. Staffing needs and skill sets will be provided by position classification and include internal and contracted professional, technical, administrative, supervisory, and management positions.

This assessment will also include a comprehensive review of current job descriptions and classification align. Job descriptions will be redlined and identify changes needed to align qualifications, skills, licenses, and succession planning requirements for each position type. This review will also include the identification of potential new positions to help recruit and retain qualified applicants and employees. Job descriptions will also be evaluated to ensure that they incorporate inclusive and equity values.

- **Analyze hiring, retention, and training practices.** The project team will evaluate current practices associated with the hiring and retention of staff in the Department. It is highly competitive with regard to the hiring and retention of building plan reviewers, inspectors, planners, etc. The public sector must compete not only with other municipalities but with consultants in the private sector. The project team will review current practices, policies, and procedures to identify opportunities to improve hiring, retention, and training practices of Department staff.

This analysis will also include an assessment of the Department diversity approaches to ensure that a diverse pool of applicants is received, interviewed, and hired. Diversity training program will be evaluated to ensure that diversity and inclusion values are included.

A comprehensive review of the City's and Department's training program exist, are updated regularly, and provide staff with the necessary skill sets to perform their job effectively and efficiently. An evaluation of the training program will include all aspects of internal and contracted training services.

An additional subtask will review the City's and Department's approach to succession planning. This review will be part of the review of training and

equipping staff to be cross trained and provided opportunity to grow personally and professionally. Current succession planning efforts will be review and improvement opportunities will be identified to ensure that staff are cross trained and equipped to grow in their role and future roles.

- **Evaluation of budget and funding.** In this subtask the project team will review the department's budgeting approach, budget maintenance, evaluate funding sources and identify ideal funding mechanism and cost recovery goal. A comprehensive assessment of the Department's budgetary and funding approaches will be completed.
- **Strategic approach evaluation.** In this subtask, we will evaluate the Department's strategic planning approaches. This review will focus on forward thinking of Department and City leadership to ensure that they are addressing emerging issues and prioritizing day-to-day and long-range tasks. Also, we will evaluate the autonomy that staff have to think strategically and implement alternate approaches. How does P&DS operations and strategic planning approaches compare to industry and prevailing best practices. A comprehensive review of the Department's strategic approaches will be provided, and improvement opportunities identified.

At the conclusion of this task, we will have evaluated all aspects of the development review, permitting, and inspection processes, Departmental operations including, service levels, technology, workflows/processes, work activities, training/hiring practices, staffing, and organizational structure to identify improvement opportunities.

At this juncture, we are able to thoroughly evaluate the efficiency and performance of current operations. Based on our evaluation, we will determine service improvement opportunities and the policy or process changes needed for the Department.

Task Deliverable - The deliverable of this task would be a summary of the identified improvement opportunities and proposed adjustments in work practices, policies and procedures employed, authority levels, service levels, technology, customer service, organizational structure, operations, staffing levels and organizational structure.

Task 7 | Develop Draft and Final Reports and Plan for Implementation.

Once the work tasks noted above have been completed, our analysis, findings, and implementation plan will be compiled into a draft final report. The draft report will contain the following elements:

- An executive summary for the project.
- Final analysis of the stakeholder survey and focus group meeting feedback.
- Final best practices assessment analysis.
- Detailed analysis of historic workload trends, performance metrics, and impediments to the current process. Recommendations to improve the current approach to development review, and identify improvement opportunity relating to philosophies and commitments, staffing required given these commitments, managerial and operational practices for improved service delivery.
- Evaluation of technology and recommendations to improve efficiencies.
- Analysis of the Department's approach to recruiting, hiring, training, and retention of employees and strategic planning and prioritization.

For this study to be successful, it is important to develop a realistic implementation plan that is prioritized and includes actionable items with allocation of responsibility and accountability as well as adoption time frames. This is achievable through creating buy-in from employees who will be directly impacted and tasked with implementation assistance.

The draft report will be distributed to the City's work group for their review. After incorporation of feedback, comments, and edits, the project team will begin developing the implementation plan. We propose an interactive and collaborative approach to developing prioritized recommendations and an implementation plan.

- Our approach includes allowing staff to review the analysis, findings, and recommendations so that they have the opportunity to understand the challenges and the needs of the organization.
- Subsequently, an interactive workshop that includes all staff or a minimum a broad representative group will be brought together to discuss the findings, recommendations and identified shortfalls to meet the current and future need.

We would work with staff to develop an internal staff priority list for the most critical changes. After compiling staff's prioritized recommendation list, the project team will work with the City's project work group to: (1) prioritize the recommendations, (2) develop timelines for implementation by assigning either a short-, mid-, or long-term timeframe, (3) identify the responsible party for implementation (elected officials, city management, department management) to assist in the development of the implementation plan, and (4) identify the fiscal impact associated with implementation.

Once staff and the internal project steering committee has reviewed the draft project report and implementation plan, we will make revisions, as needed, and finalize the report.

We will be available to make a presentation of our findings, recommendations and implementation plans to the Budget, Finance, and Taxation Committee and City Council.

Task Deliverable – Compile the draft report that includes analysis, recommendations and implementation plan. Conduct a workshop with all development review staff to discuss the analysis, findings, and prioritized recommendations. Once finalized, we will present the findings to the City.

2. Project Schedule

We propose to conduct this engagement over a seven-month timeline. Our project schedule is outline below by task and month. We propose the use of project team meetings every two weeks or alternative frequency.

Task	July	Aug	Sep	Oct	Nov	Dec	Jan
1. Project Initiation	█						
2. Existing Conditions Assessment	█	█					
3. Employee Survey		█	█				
4. Stakeholder Survey / Focus Groups			█	█			
5. Best Practices Assessment			█	█			
6. Operational Analysis				█	█	█	
7. Draft and Final Reports						█	█

This schedule is based on the City’s project team reviewing interim deliverables within two weeks of submittal.

3. Project Schedule

In sections A, B, and D of this proposal we have outlined our proposed project team and their respective roles on this engagement. For our proposed project manager and substitute project manager they will spend approximately 25% of their time for this engagement onsite. Primary tasks where they and other key project team members will be onsite includes Task 2 – Existing Conditions Assessment, Task 4 – Stakeholder Focus Groups, Task 7 – Draft and Final Reports and Implementation Plan.

For on-site consultations we will need a minimum of one week notice to be onsite. For virtual meetings, we can schedule these meetings as quickly as next day.

I. Acceptance of Base Agreement

We have reviewed the City's Professional Services Agreement, specifications, and other requirements listed in the RFP can declare no exceptions.

Appendix B Fee Summary

Contractor's fees are as follows:

Table 1: Fee Schedule	
Description	Fixed Fee
Management Evaluation – P&DS Department Total: Base Scope of Services	\$ 125,900
Employee Survey - P&DS Department	\$ 10,000
Travel	6,100
GRAND TOTAL	\$ 142,000

1. **Hourly Rates** - Table 2 must contain all hourly rates for Offeror's personnel used to determine fees in Table 1. Offeror must include the estimated number of hours for each discipline and calculated totals.

Table 2: Hourly Rates			
Title/Service	Hourly Rate	Est. Hours	Total
Vice President – PM	\$ 300	42 hrs.	\$ 12,600
Sr. Manager – Lead Analyst	\$ 200	242 hrs.	\$ 48,400
Manager – Sr Analyst	\$ 175	162 hrs.	\$ 28,350
Consultant – Analyst	\$ 125	158 hrs.	\$ 19,750
Sub – Technical Advisor	\$ 200	134 hrs.	\$ 26,800
	GRAND TOTAL		\$ 135,900

2. **Other Costs** - Table 3 must contain all other costs used to determine fees in Table 1. Offeror must include the expense description, estimated annual quantity, estimated cost for each service and expense and total.

Table 3: Other Costs			
Description	Qty.	Unit Price	Total
Travel	1	\$ 6,100	\$ 6,100
		\$	\$
		\$	\$
GRAND TOTAL			\$ 142,000

MGT of America Consulting Proposal



Solicitation No. 8610: Quote 13291

1.1 General Information

Title **RFP No. 8610: Management Evaluation of Planning and Development Services**
 Dept **Dept**
 Description **918-06: Consulting Services, Management Evaluation of Planning and Development Services Department.**

Preview Date **07-MAR-2023 15:44:20** Open Date **07-MAR-2023 15:44:20**
 Close Date **11-APR-2023 15:01:00** Award Date **Not Specified**
 Time Zone **Eastern Time** Buyer **Reed, Sakha**
 Quote Style **Sealed** Email **Sakha.Reed@stpete.org**
 Outcome **Standard Purchase Order**

Note Deadline for Proposals: 3:00 p.m., Tuesday, April 11, 2023.

All questions should be submitted no later than 12 noon, Thursday, March 30, 2023 to Sakha Reed, Senior Procurement Analyst, at sakha.reed@stpete.org or through Online Discussions through the online sourcing site.

Offerors must attach all required forms as one single PDF. Trade Secrets, Confidential or Proprietary Information must be included as a separate attachment labeled "Trade Secrets".

Enter the dollar amount of the Base Scope of Services as fee in the Lines tab. Do not include the additive alternatives in your online fee.

1.2 Terms

Ship-To Address	CITY HALL - CC CITY COUNCIL - CITY HALL - SECOND FLOOR CITY OF ST PETERSBURG 175 5TH ST N Saint Petersburg, FL 33701 United States	Bill-To Address	ACCOUNTS PAYABLE FINANCE DEPARTMENT ACCOUNTS PAYABLE CITY OF ST PETERSBURG PO BOX 1257 Saint Petersburg, FL 33731 United States
Payment Terms	NET 30	Carrier	Common Carrier
FOB	FOB Destination	Freight Terms	Prepaid
Currency	USD (US Dollar)	Price Precision	2
Response Valid Until		Reference Number	

1.3 Requirements

Section A - Profile
1. Company name (full legal name). Type <i>Your response value:</i>

Section A - Profile
MGT of America Consulting, LLC
2. Federal identification number. Type <i>Your response value:</i> 81-0890071
3. Headquarters - street address, telephone, P.O. Box, zip code, and state. Type <i>Your response value:</i> 4320 West Kennedy Blvd., Ste 200, Tampa, FL 33609
4. Company ownership. If incorporated, the state and date of incorporation. Type <i>Your response value:</i> Incorporated in Tampa, FL
5. Year the company was founded. Type <i>Your response value:</i> 1974
6. Address and phone number of the office providing the service. Type <i>Your response value:</i> 4320 West Kennedy Blvd., Ste 200, Tampa, FL 33609 888.302.0899
7. Name, phone number, email and title of contact person. This person must be capable of committing the company to an agreement with the City. Type <i>Your response value:</i> Bruce Cowans_Director, Financial Solutions Group 847-302-2006 bcowans@mgtconsulting.com
8. Number of years company has operated under this name. Type <i>Your response value:</i> MGT has 7 years operated under its name
9. Brief description of the nature of the company's business. Type <i>Your response value:</i> Government Consulting; Education Solutions; Human Capital; Diversity, Equity, and Inclusion; Financial Solutions; and Cyber Security and Technology.
10. Number of years company has been in present business. Type <i>Your response value:</i> MGT has 48 years in present business
11. Type of business organization (Sole Proprietorship, Partnership, Corporation, Limited Liability Company). If this is to be a joint venture or sub-contractors will be used, give name and address of firm(s). Type

Section A - Profile
<p><i>Your response value:</i> LLC (Limited Liability Company)</p>
<p>12. Company's bank of record. Type</p> <p>.....</p> <p><i>Your response value:</i> CIBC Bank USA 120 South LaSalle Street, Chicago, IL 60603 Routing Number: 0710-0648-6 Account Number: 2889137 Account type: Checking</p>
<p>13. Is the offeror registered with the Florida Department of State, Division of Corporations (Sunbiz). Type</p> <p>.....</p> <p><i>Your response value:</i> Yes</p>
<p>14. Describe any litigation that the offeror has been a party to in the last five years where it was alleged that the offeror breached a contract for similar services with a client/customer and describe any contracts for similar services that the offeror failed to complete for similar services. Describe the facts and status of any such litigation or contract. Type</p> <p>.....</p> <p><i>Your response value:</i> No litigations.</p>
<p>15. Identify any government entity that has debarred or otherwise prohibited the offeror from responding to its competitive solicitations within the last five years. Describe the circumstances surrounding such debarment or other prohibition. Type</p> <p>.....</p> <p><i>Your response value:</i> No debarred or other prohibitions.</p>
<p>16. Is your firm a City certified Small Business Enterprise (SBE)? (Y/N) Type</p> <p>.....</p> <p><i>Your response value:</i> No</p>
Section B - Requirements
<p>1. Acceptances Period Unless otherwise specified herein, the proposal shall be in effect for a period of not less than ninety (90) days. Type</p> <p>.....</p> <p><i>Your response value:</i> Yes we accept</p>
<p>2. Cash Discount Will you offer 2% 10 days cash discount for early payment. (Y/N) Type</p> <p>.....</p> <p><i>Your response value:</i> No</p>
<p>3. E-Verify The offeror acknowledges that it has read, understands and will comply with Florida Statute section 448.095 pertaining to required use of the U.S. Department of Homeland Security's E-Verify system. Should the City terminate the contract with the offeror for violation of s. 448.09(1), offeror may not be</p>

<p>Section B - Requirements</p> <p>awarded a contract with the City for at least one year.</p> <p>Type</p> <p>.....</p> <p><i>Your response value:</i> Yes, we acknowledge</p>
<p>Section C - Public Records Laws</p> <p>Please respond yes or no to the questions below.</p> <p>.....</p> <p>Type No Response Required</p> <p>1. The offeror acknowledges that its offer is subject to Public Records laws (Chapter 119, Florida Statutes. (Y/N) Type</p> <p>.....</p> <p><i>Your response value:</i> Yes</p> <p>2. Has the offeror identified any trade secrets or confidential information in its proposal? (Y/N) Type</p> <p>.....</p> <p><i>Your response value:</i> No</p>
<p>Section D - Exceptions</p> <p>1. The offeror certifies that it takes no exceptions to the requirements, terms and conditions of the solicitation. (Y/N) Type</p> <p>.....</p> <p><i>Your response value:</i> Yes</p> <p>2. If exceptions are taken, specify in the space below. Type</p> <p>.....</p> <p><i>Your response value:</i> Not Applicable</p>
<p>Section E - Request for Proposal - Submittal Response</p> <p>Please see Section 1.4, Attachments - Section E, Proposal Requirements.</p> <p>.....</p> <p>Type No Response Required</p>
<p>Section F - Living Wage</p> <p>1. Provide the number of full-time employees directly on offeror's payroll as of proposal date. Type</p> <p>.....</p> <p><i>Your response value:</i> 463 employees</p> <p>2. Does offeror agree to comply with the Living Wage requirements set forth in the St. Petersburg City Code? (Y/N) Type</p> <p>.....</p> <p><i>Your response value:</i> Yes we agree</p>

1.4 Attachments

1.4.1 Buyer Attachments

Name	Data Type	Description
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Name	Data Type	Description
RFP 8610 Agreement	File	RFP 8610 Agreement
RFP 8610 Scope of Services, Appendix A	File	RFP 8610 Scope of Services, Appendix A
RFP 8610 Fee Summary, Appendix B	File	RFP 8610 Fee Summary, Appendix B
RFP 8610 Proposal Requirements, Section E	File	RFP 8610 Proposal Requirements, Section E

1.4.2 Supplier Attachments

Name	Data Type	Description
1 MGT Proposal_StPetersburg_ManagementEval_FINAL	File	2023-04-10 18:43:48 1 MGT Proposal_StPetersburg_ManagementEval_FINAL.pdf (Size :3563050)

2 Price Schedule**2.1 Line Information**Response Total (USD) **169,530.00**

Line	Item, Rev	Target Quantity	Unit	Response Price	Amount	Promised Date
1 Management Evaluation Study of Planning & Development Services Dept., enter lump sum equal to Base Scope of Services on Appendix B Fee Summary				169,530.00	169,530.00	11-APR-2023 21:48:54

Contract Terms and Conditions

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City of St Petersburg Solicitation Documents

PART A

Part A

The Header tab of this solicitation contains Appendix A, B, Section E and Agreement as attachments. Please access these for further detail pertaining to the specifics of this RFP.

PART B

Instructions to Offerors and General Provisions

Instructions to Offerors and General Provisions

1. Intent

The city of St. Petersburg, Florida ("City") invites qualified firms to submit proposals for Management Evaluation of the Planning and Development Services Department.

2. Required Review

Offers are required to carefully review this solicitation for defects and questionable or objectionable matter. Comments concerning defects and objectionable material must be made in writing to the procurement analyst and received by the City at least 10 days before the proposal closing. This will allow issuance of any necessary addendum. It will also help prevent opening a defective solicitation and exposure of offeror's proposals upon which an award could not be made. A protest based on omission or error, or on the content of the solicitation, will be disallowed if these faults have not been brought to the attention of the City, in writing, at least 10 days before the time set for closing.

3. Preparation of the Proposal

Offerors are expected to examine this solicitation and all related documents. Failure to do so is at the Offeror's risk. Each Offeror shall furnish the information required by this solicitation.

The Offerors shall retain a copy of all documents for future reference. All proposals must be submitted with the company or firm's legal name and by an officer or employee having authority to bind the company or firm by his or her signature, and provide proof of such authority with its proposal.

4. Questions Received Prior to Closing of Solicitation

All questions must be in writing and emailed to the Procurement Analyst. Telephone conversations must be confirmed in writing. Questions that may be answered by directing the questioner to a specific section of the solicitation may be answered over the telephone or by email. More complex questions may require a written addendum to the solicitation.

5. Amendments

When an amendment is issued it will be posted on the City's website at <http://www.stpete.org/internal-bids.php> for download by Offerors and will be provided to all Offerors on the invitation list. Offeror must submit its proposal in response the most current version of the solicitation as amended, if applicable.

6. City Not Responsible for Preparation Costs

The City will not pay any costs associated with the preparation, submittal, presentation or evaluation of any proposal.

7. Submission or Receipt of Proposals

Proposals will be received through the City's online bidding system no later than:

Time: 3:00 p.m. (EST) Date: Tuesday, April 11, 2023

E-mail proposals will not be considered; however, proposals may be modified online provided such notices are received prior to the hour and date specified above.

Late proposals and modifications might not be considered. Failure to follow the instructions in this solicitation is cause for rejection of offer.

8. Information Designated a Trade Secret and/or Confidential and/or Proprietary

All proposals (including all documentation and materials attached to proposals or provided in connection with this solicitation) submitted to the City are subject to Florida's public records laws (i.e., Chapter 119, Florida Statutes), which requires disclosure of public records, unless exempt, if a public records request is made. Proposals (including all documentation and materials attached to proposals or provided in connection with this solicitation (even if in a separate electronic file) submitted to the City cannot be returned. **DO NOT LIST YOUR ENTIRE PROPOSAL AS TRADE SECRET AND/OR CONFIDENTIAL.** The City will not consider proposals if the entire proposal is labeled a Trade Secret and/or Confidential and/or Proprietary.

If Offeror believes that its proposal contains information that is a trade secret (as defined by Florida law) and/or information that is confidential and/or proprietary and therefore exempt from disclosure then such information must be submitted in a separate electronic file and comply with the following requirements. In addition to submitting the information in a separate or electronic file, Offeror must include a general description of the information designated as a trade secret and/or confidential and/or proprietary and provide reference to the Florida statute or other law which exempts such designated information from disclosure in the event a public records request.

The City does not warrant or guarantee that information designated by Offeror as a trade secret and/or confidential and/or proprietary is a trade secret and/or confidential and/or proprietary and exempt from disclosure. The City offers no opinion as to whether the reference to the Florida statute or other law by Offeror is/are correct and/or accurate. Please be aware that the designation of information as a trade secret and/or confidential and/or proprietary may be challenged in court by any person or entity. By designation of information as a trade secret and/or confidential and/or proprietary Offeror agrees to defend the City, its employees, agents and elected and appointed officials ("Indemnified Parties") against any and all claims, demands and actions (whether or not a lawsuit is commenced) arising out of or in connection with Offeror's designation of information as a trade secret and/or confidential and/or proprietary and to hold harmless the Indemnified Parties for any award to a plaintiff for damages, costs and attorneys' fees, and for costs and attorneys' fees (including those of the City Attorney's office) incurred by the City by reason of any claim, demand or action arising out of or related to Offeror's designation of information as a trade secret and/or confidential and/or proprietary.

Failure to comply with the requirements above shall be deemed as a waiver by Offeror to claim that all additional information in its proposal is a trade secret and/or confidential and/or proprietary regardless if such information is labeled trade secret and/or confidential and/or proprietary. Offeror acknowledges, understands and agrees that all information in Offeror's proposal (not including information in 1.3 Requirements Section G) will be disclosed, without any notice to Offeror, if a public records request is made for such information and the City shall not be liable to Offeror for such disclosure.

Offeror acknowledges and understands that Offeror's proposal, including the information submitted in a separate electronic file will be distributed to the Evaluation Committee members, City staff and City consultants to allow Offeror's entire proposal, including the information submitted in a separate electronic file, to be evaluated and considered for award of this Contract. The entire contents of Offeror's proposal, including the information submitted in a separate electronic file, may be discussed at meetings that are open to the public, subject to the requirements set forth in Chapter 286, Florida Statutes.

9. Right to Reject Proposal

- a. Offers must comply with all the terms of the solicitation, all applicable of the City of St. Petersburg City Code, and all applicable state and federal laws. The City may reject any proposal that does not comply with all of the material and substantial terms, conditions and performance requirements of the solicitation.
- b. Offerors may not restrict the rights of the City or qualify their proposal. If an Offeror does so, the City may determine the proposal to be a non responsive counter-offer and the proposal may be rejected.
- c. Minor informalities, that do not affect responsiveness; that are merely matter of form or format; that do not change the relative standing or otherwise prejudice other offers; that do not change the meaning or scope of the solicitation; that are trivial, negligible or immaterial in nature; do not effect a material change in the work; or that do not constitute a substantial exclusion or modification of a requirement or provision may be waived by the City.
- d. The City's right to reject any or all proposals for any reason and to disregard typographical, mathematical or obvious errors.

10. Explanations to Offerors

Explanations or instructions shall not materially alter this solicitation unless they are in writing. Oral explanations or instructions given before the award of the Agreement will not be binding. If necessary, a written amendment to this solicitation will be issued and posted on the City's website at <http://www.stpete.org/internal-bids.php> for download by Offerors.

11. Acceptance of Offer

The submitted proposal shall be considered an offer on the part of the Offeror. Such offer shall be deemed accepted upon execution of the Agreement.

12. Evaluation Criteria

Proposals will be evaluated on the following criteria:

- a. Experience of firm
- b. Qualification and technical competence
- c. Capacity to accomplish the work
- d. Past Performance on similar contracts
- e. Schedule
- f. Cost or price

13. Evaluation of Proposals

The proposals will be evaluated based solely on the evaluation factors or criteria set forth in this section of the solicitation. Where there are multiple responsive proposals to the solicitation, a short-listing of two or more Offerors may be made. Negotiations as outlined in this section may begin with the selected Offerors on the short-list. If there is only one responsive proposal, negotiations may proceed with a single offeror. Selected Offerors may be required to make presentations.

14. Negotiations with Offerors

a. The City may conduct discussions (negotiations) with selected Offerors for the purpose of clarification. The purpose of the negotiations shall be to ensure full understanding of the solicitation requirements, the offeror's proposal and responses to post-proposal opening and modifications to the solicitation specifications which are in the best interest of the City. Negotiations will be limited to specific negotiation issues or subjects which do not significantly change the scope or purpose of the project for which the solicitation was issued. If modifications are made as a result of these discussions they shall be put in writing. b. Following discussions, the City may set a time and date for best and final offers from those Offerors with whom discussions were held. Proposals may be reevaluated after receipt of best and final offers. c. During the negotiation process, selected Offerors shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals related to negotiation subjects for the purpose of preparing their best and final offer which may be requested and received by the City prior to the conclusion of the negotiation process. Amendments, deletions and additions to the selected Offeror's original proposal shall be related to the negotiation subjects only.

15. Schedule

Publish RFP - Tuesday, March 7, 2023

Deadline for Questions - Thursday, March 30, 2023

Submit Proposals - Tuesday, April 11, 2023

Evaluation/Shortlisting - Monday, April 27, 2023

Oral Presentations - Thursday, May 25, 2023

Best and Final Offers - Thursday, June 1, 2023

Recommendation for Award - June 15, 2023

Negotiations Completed - June 15, 2023

City Council Approval - June 15, 2023

16. Award Without Discussion

The City may award the Agreement on the basis of initial offers received, without discussions. Therefore, each initial offer should contain the Offeror's best terms in relation to all relevant evaluation criteria.

17. Award of Agreement

An award shall be made to the responsible Offeror whose proposal is determined, in writing, to be the most advantageous to the City, taking into consideration the evaluation factors set forth in this solicitation.

18. Modification or Withdrawal of Offer

An offer may not be modified, withdrawn, or canceled by the Offerors for 150 days following the time and date designated for the opening of proposals (except when requested by the City for clarification, presentation or best and final offers) and the Offerors so agree by submitting their proposals.

19. Discrepancies, Errors, and Omissions

Any discrepancies, errors, or ambiguities in this solicitation or amendment(s) thereto (if any) should be reported in writing to the City's Procurement & Supply Management Department. Should it be found necessary, a written

amendment will be incorporated in this solicitation. The City will not be responsible for any oral instructions, clarifications, or other communications.

20. Disqualification

The City reserves the right to disqualify Offerors before or after opening, upon evidence of collusion with intent to defraud or other illegal practices on the part of the Offerors.

21. Execution of Agreement

The individual, firm, or corporation to which the Agreement is awarded shall sign the necessary agreement entering into a contract with the City, and return it to the City within ten (10) business days from the date the final approved agreement has been received by the successful Offeror. No agreement shall be considered binding upon the City until it has been properly executed.

22. Data Collection

Pursuant to Florida Statute 119.071 Social Security Numbers collected from offerors are used for identification, verification and tax reporting purposes.

23. Public Entity Crimes

A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list.

24. Environmentally Preferable Purchasing

It is the policy of the City to purchase recycled and environmentally preferable goods. This includes products that contain recycled material, reduce toxicity and pollution, conserve energy, conserve water and prevent waste. This policy will be carried out consistent with the City's obligations and purpose, and with an overall intent to obtain competitive prices to provide value to the taxpayers.

Offerors are encouraged to submit items in their bids that meet the City's Environmentally Preferable Purchasing ("EPP") program standards. When submitting EPP items for consideration, offerors must submit documentation that substantiates their claims. When evaluating submissions where two products are of equal fitness and quality, and the price of the EPP product is equal to or less than that of a non-EPP content product, the City will purchase the EPP product.

25. Offeror Registration

Offeror must be registered with the Florida Division of Corporations in accordance with Florida Statute 607.1501 to do business within the State of Florida prior to award of an agreement. Offeror must be registered with the City as a vendor prior to award of an agreement. The City online Vendor Registration Form is available on the City's website at http://www.stpete.org/with_the_city/city_supplier_starter_guide.php.

26. Nondiscrimination

Vendors and Contractors for the City of St. Petersburg are required to comply with all applicable laws regarding discrimination in employment including Pinellas County Code Section 70-53 (a)(1) (prohibiting discrimination in employment based on race, color, religion, national origin, gender, sexual orientation, age, marital status, or disability) and all other applicable Federal, State and local laws. Vendors and Contractors are further encouraged to provide workplaces free of discrimination in terms of conditions of employment, including benefits.

27. Prohibited Communication

Offeror and its employees, agents, contractors and representatives are prohibited from lobbying City Council, the Mayor, City staff, selection committee members and City project consultants relative to Offeror's proposal or this solicitation until the solicitation selection and award processes have been completed. Non-compliance with this provision may result in disqualification of Offeror from consideration. Notwithstanding the foregoing, this provision shall not prohibit Offeror from (i) providing public comment in accordance with applicable laws and City policies at public meetings where public comment is permitted, (ii) communicating with the assigned procurement analyst (iii) making a presentation during a selection committee meeting if requested by the selection committee, or (iv) submitting a dispute or complaint in accordance with the requirements set forth in this solicitation.

28. Disputes and Complaints

All complaints or grievances should be first submitted orally or in writing to the Director of Procurement & Supply Management, who will take prompt remedial action. The Director of Procurement & Supply Management shall investigate the validity of the complaint and present the findings in writing to the Offeror. If the Offeror is dissatisfied with the Director of Procurement & Supply Management's remedies, Offeror may then make an appeal to the Mayor's office. Offeror's appeal will be heard by either the Mayor or City Administrator. All complaints, grievances or appeals must be made no later than seven calendar (7) days preceding the date of the City Council meeting approving the Agreement or no later than seven calendar (7) days following the selecting of the successful Offeror if the Agreement does not need to be approved by City Council.

29. Living Wage

The living wage requirements set forth in St. Petersburg City Code Chapter 2, Article V, Division 9, as those requirements may be amended from time to time, (collectively, the "Living Wage Requirements") will be incorporated into the agreement between the City and the selected Offeror where applicable. The Living Wage Requirements are applicable if the average annual contract amount is estimated to exceed \$200,000 and the selected Offeror employs more than 50 full-time employees. Accordingly, where applicable, the selected Offeror shall (i) pay its employees for any hours worked pursuant to the agreement in accordance with the Living Wage Requirements; (ii) comply with prohibitions on retaliation and discrimination set forth in the Living Wage Requirements; (iii) comply with the provisions for enforcement and construction set forth in the Living Wage Requirements; (iv) provide required reports and certification to the City in accordance with the Living Wage. The selected Offeror must comply with the Living Wage requirements set forth in St. Petersburg City Code, Chapter 2, Article V, Division 9, as those requirements may be amended from time to time.

30. Small Business Enterprise Program (SBE)

The City is committed to assisting Small Business Enterprises (SBEs), in accordance with Municipal City Code Chapter 2, Article V, Division 4, 2-231 to 2-237. The program's purpose is to foster growth in the economy and provide opportunities for small business. The City certifies SBEs for contracting and procurement opportunities in construction, goods and services, professional services, and supplies.

A business must be independently owned, operated and controlled, and not dominant in its field of operation and must meet the following criteria: serve a commercially useful function; been in operation for at least one year; has 50 full time employees or less; annual sales volume of \$8 million or less for construction; or \$5 million or less for goods/services/supplies; have a physical address in Pinellas, Hillsborough, Pasco, Manatee, or Polk counties; and must be certified by the Procurement and Supply Management Department.

31. Financial Resources

Offerors selected for short-listing in the evaluation shall be required to provide documentation of their financial resources for providing services and meeting other financial obligations. Such documentation shall include a copy of Offeror's most recent year's audited financial statement summaries and the notes to the financial statement, or an individual tax return and personal financial statement of net worth for the most recent year if Offeror is an individual proprietor.

32. Health In All Policies

Pursuant to Executive Order EO-2018-04, it is the policy of the City to apply the consideration of health, health impacts, and the social determinants of health to the City's decision-making, including the delivery of services and procurement of supplies and construction. Contractors are encouraged to propose services, supplies and construction that promote health to the greatest extent practicable in their responses to City solicitations. Contractors are further encouraged to provide workplaces that promote the health and well-being of their employees.

33. Consideration of Sea Level Rise and Resiliency

It is the policy of the City to apply the consideration of sea level rise and resiliency to the City's decision-making, including in the procurement of City construction projects. Bidders are encouraged to provide documentation addressing the following:

- a. Whether the project considers the latest regional best available science regarding the effects of sea level rise, climate-related vulnerability and resiliency in St. Petersburg;
- b. Whether the project affects an area that is vulnerable to the impacts of sea level rise;
- c. Whether the project will increase the resiliency of the City with respect to sea level rise;
- d. Whether the project is compatible with the City's sea level rise mitigation and resiliency efforts.

34. Wage Theft

The City is committed to eliminating the underpayment or nonpayment of wages earned by persons working in the City of St. Petersburg. It is the policy of the City to engage the selected Offeror in support of the provisions set forth in Municipal City Code Article III, Chapter 15, Sections 15-40 through 15-46 (Ordinance No. 161-H). As such, the City is authorized to direct proactive investigations of designated industries or employers in response to reports of alleged violations of this Article from employees, residents, organizations, or employers.

35. American with Disabilities Act (ADA) Public Notice.

In accordance with the requirements of Title II of the Americans with Disabilities Act 1990, the City of St. Petersburg will not discriminate against qualified individuals with disabilities on the basis of disability in the City's services, programs, or activities. If Offeror requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to adequately respond to this solicitation. Offeror should contact ADA Coordinator Lendel Bright at (727) 893-7229 or email: lendel.bright@stpete.org soon as possible but no later than 72 hours before the applicable deadline.

PART C

Base Agreement Provision

**BASE AGREEMENT SETTING FORTH
THE MINIMUM REQUIREMENTS**

The City reserves the right to add or modify the terms and conditions at any time prior to the final execution of an agreement. The Offeror has the opportunity to take exception to any additional or modified term or condition in the same manner as set forth in.



Proposal Requirements – Submittal Response

APRIL 11, 2023

RFP # 8610

Management Evaluation

CITY OF ST. PETERSBURG, FL
PLANNING AND DEVELOPMENT SERVICES
(P&DS) DEPARTMENT

Submitted by:

BRUCE COWANS

DIRECTOR, PERFORMANCE SOLUTIONS

4320 WEST KENNEDY BLVD., STE 200

TAMPA, FL 33609

847.441.4175

bcowans@mgtconsulting.com



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A. Transmittal Letter

April 11, 2023

City of St. Petersburg
City Council – City Hall – Second Floor
ATTN: Shaka Reed, Senior Procurement Analyst,
175 5th St. N
Saint Petersburg, FL 33701

RE: RFP # 8610 - MANAGEMENT EVALUATION OF THE CITY OF ST. PETERSBURG'S PLANNING AND DEVELOPMENT SERVICES (P&DS) DEPARTMENT

Dear Ms. Reed:

Development activity has surged, straining local government's ability to process so many applications in a timely and consistent manner. The labor market for qualified staff is tight. This is a national problem.

The City of St. Petersburg (City) is embarking on a path to improvement. The first step is to explore how to eke more productivity from current staffing and spending. Realistically, that is rarely enough to provide respectable service during growing demand. If so, the City needs to know how to link staffing with application volumes to manage service levels. It needs innovative thinking for how to pay for respectable levels of service too. We can help.

MGT of America Consulting, LLC (MGT) is interested in and qualified for this Management Evaluation for the City's Planning and Development Services (P&DS) Department. ***We have done this work, done it recently, and have done much of it in the Southeastern US.*** We are joined in this effort by Public Sector Performance Associates (PSPA), a Tampa Bay and woman-owned firm that has also done work on improving development services. Our team has done several similar projects, and we believe that our firm's proven qualifications in providing these services to state and local governments makes MGT the best qualified firm to partner with the City for this assessment, including, but not limited to:

- ◆ **National Experience:** MGT has a ***49-year track record of working with state and local governments.*** We have successfully completed over 13,000 assignments for state and local governments, as well as education agencies. Our analysis and advice in key financial and operational services has been trusted by local agencies throughout the U.S. for nearly 50 years. We continue to set the standard for creativity and commitment to our clients' goals – qualities that set MGT apart from all competitors. The majority of our consultants have been directly employed in analyzing government operations for more than 20 years.
- ◆ **Experienced Staff and Proven Methodologies:** In the attached proposal, MGT has outlined a plan to provide assessment services to the City. Our firm has several local available staff with the expertise and a combined 50 plus years of experience to successfully complete the project.



A. TRANSMITTAL LETTER

- ◆ **Proven Track Record:** Our firm has managed more than 13,000 client engagements nationally, with most of them coming from repeat business, reflecting our clients' satisfaction with MGT services and our ability to exceed client expectations. Our culture is to provide our project managers and project teams with the latitude to make decisions without recourse to corporate approval as well. We assign staff that have done the type of work that our clients need and empower them to make adjustments to the project as needed to meet client expectations.
- ◆ **Valuable Outcomes:** At the end of this study, the City will have a rigorously prepared analysis that it can present to the City Manager and other City officials.

MGT is uniquely qualified to perform a thorough evaluation for St. Petersburg because of our extensive experience providing consulting services to development departments across the country. Details of this experience are outlined in the following proposal.

This experience has given MGT a keen understanding of the structures, operations, and issues facing state and local government agencies, as well as a significant amount of detailed data and best practices readily available that we can use for benchmarking and providing guidance to the City.


As a firm that has worked with hundreds, if not thousands, of state and local government agencies on financial management assignments, we recommend focusing on:

- ◆ Staffing levels and organization
- ◆ Business processes and best practices
- ◆ Cost savings and revenue enhancement opportunities

MGT is eager, and has the capacity, to meet all the requirements as outlined in the scope of work within the RFP. We look forward to providing St. Petersburg with services that exceed your expectations. MGT is committed to perform the work within the time period presented in the RFP and agrees to successfully complete all tasks outlined in this document. This proposal is firm and irrevocable for a period of no less than 120 calendar days from the date of submittal. If you have questions on any aspect of our proposal, please contact **Bruce Cowans**, a vice president of our firm and our proposed project manager, at **847.441.4175** or by email at **bcowans@mgtconsulting.com**.

I am authorized by our firm to commit MGT to the terms and conditions included in the attached proposal.

Sincerely,



Patrick J. Dyer, Vice President, Performance Solutions
Authorized to Bind the Firm



B. Project Team

Key Personnel and Expertise

While the qualifications and experience of a firm are important, perhaps more important are the qualifications and experience of the proposed project team. MGT has successfully implemented the team approach to most cost allocation projects. We assign multiple consultants to every complex cost allocation plan we prepare for the following reasons.

- ◆ To speed up the timeline of the project.
- ◆ To increase the quality of the results through diversity of experience and strengths.
- ◆ To provide redundancy in staffing to assure project milestones and deadlines are met even in the unforeseen, but potentially possible, event when a project consultant becomes ill or injured or otherwise unavailable.

We have thoughtfully brought together a skilled team of professionals to provide outstanding services in a responsive, cost-effective, innovative and creative manner to St. Petersburg. There will be three primary MGT consultants responsible for the bulk of this engagement. This high-powered team provides the City with the knowledge and experience needed and covers the range of projects that may arise under this contract. Each proposed team member is available to begin your project upon receipt of a signed contract.

The unique characteristics of the MGT team assembled for this engagement include the team’s successful history and expertise in conducting development department studies for a wide variety of clients across the nation. Team features include:

- ◆ Adherence to a work plan and schedule specifically designed for conducting a quality organizational assessment.
- ◆ Clearly assigned work tasks, reporting deadlines, and experienced staff members who are organized and ready to begin work immediately upon execution of a contract.
- ◆ The use of staff members who are thoroughly familiar with development department practices.
- ◆ A close and structured working relationship between MGT’s Project Director and the City Project Officer. This will entail meetings, progress reports, and information exchanges to ensure all priorities, changes, and challenges are communicated immediately to prevent waste of time and resources.

Roles and Responsibilities

Roles and responsibilities of team members are described below:

St. Petersburg Project Officer

MGT suggests the City appoint a single point of contact to serve as the Project Officer. The Project Officer will have primary responsibility and final authority over all activities, and he/she will provide project guidance and direction to the MGT team. The Project Officer will approve the contract, work plan, and final report. All project correspondence, progress reports, and final reports will be delivered to the Project Officer.

MGT Project Manager

- **Bruce Cowans, Vice President (MGT)**

The MGT Project Manager is the main point of quality control, has final authority for the project and deliverables, and helps resolve conflicts over any project issues. Mr. Cowans has led reviews of development services departments for dozens of local governments, with recent experience doing so for Nashville TN, Hillsborough County FL, Atlanta GA, Charles County MD, Greenville SC, Orange County NC, San Diego CA, and Philadelphia PA. He will address any questions or concerns throughout the project and will be available to attend necessary meetings and present the final report findings to City staff. In addition, the Project Manager will be responsible for the day-to-day management of all project activities, which includes refining procedures, assigning, and monitoring all activities, and maintaining frequent contact with the City Project Officer throughout the lifecycle of the project. Mr. Cowans is a former city council member, which adds a perspective to how we understand how the City will use this study. He has personally conducted development service reviews across the country throughout his career.

Consulting Team

- **Mark Carpenter, Director (MGT)**
- **Brett Swendig, Manager (MGT)**
- **Monica Sanchez, Team Lead (PSPA)**
- **Nona Ullman, Strategy Subject Matter Expert (PSPA)**
- **Greta McDonald, Consultant (PSPA)**

Mr. Mark Carpenter has more than 31 years of experience with local government consulting, with a particular emphasis on development agencies. He will assist in discussions of industry best practices and innovations that have worked well for our other clients. He developed cost-based fee rates for planning fees for Manatee County FL and worked with Mr. Cowans on the development services studies for Nashville TN and Orange County NC.

Mr. Brett Swendig is a Manager who has several years of experience analyzing the cost structures of local governments and the ways that they provide services. He has worked with Mr. Cowans and Mr. Carpenter on many similar development services improvement projects, including Nashville TN and Orange County NC and labor analysis of development services staffing for the Florida counties of Hillsborough and Manatee.

Ms. Monica Sanchez has 24 years of experience serving the consulting needs of public sector organizations of all sizes. Her specialties include internal auditing, compliance auditing, performance audits, management assessments, and operational reviews. Ms. Sanchez has executed several projects in the water and wastewater arena, including the 2010 and the 2020 performance audits of Tampa Bay Water, and management consulting projects in 2022 for the Pinellas County Utilities Department. She holds a Master of Science in Engineering Management and is a Certified Government Auditing Professional (CGAP).

Ms. Nona Ullman has unique strategic planning, change management, performance improvement, project management, program evaluation, enterprise software, information technology strategy, and business transformation skills.

B. PROJECT TEAM

Ms. Greta McDonald has more than 21 years of experience leading, designing, and conducting audit and consulting engagements of state and local government entities, and nonprofits. In addition to providing internal auditing services and conducting independent performance and compliance audits for government clients, she has worked in a quality assurance capacity ensuring adherence to Yellow Book standards. She has managed over 50 consulting and audit engagements in water districts, transportation, healthcare, public utilities, and general-purpose government units.

Each team member has project experience working with municipalities and government clients. The team we have designated is highly experienced with this type of engagement, and can start quickly after receiving a notice to proceed.

C. Organization Chart

The project staff will consist of:



MGT PROJECT MANAGER
MR. BRUCE COWANS
Vice President, Financial Solutions Group

MGT PROJECT TEAM

MR. MARK CARPENTER
Director

MR. BRETT SWENDIG
Manager

PSPA PROJECT TEAM

MS. MONICA SANCHEZ
Team Lead

MS. NONA ULLMAN
Strategy Subject Matter Expert

MS. GRETA MCDONALD
Consultant

D. Other Firms



We will be joined in this project by Public Sector Performance Associates (PSPA). PSPA is a Florida Woman and Small Business enterprise founded in 2015 with the express goal of serving the performance and compliance auditing service needs of public sector organizations, with an impactful service approach. The firm is registered as a small business enterprise in Pinellas County.

PSPA has experience locally in improving the performance of local governments and has worked with development services clients.



E. Key Personnel

Bruce Cowans of MGT will be the Project Manager and key personnel on this project. No key person will be removed or replaced without the prior written concurrence of the City. Other personnel included on this project are Mark Carpenter and Brett Swendig of MGT, and Monica Sanchez, Nona Ullman, and Greta McDonald of PSPA.

Resumes

Resumes for project team members are included on the following pages.

E. KEY PERSONNEL

	<h2>BRUCE COWANS</h2>
<p><i>Vice President Performance Solutions</i></p>	
<p>Mr. Cowans has spent more than 30 years helping hundreds of public officials make decisions on how best to serve the public and how to properly fund those efforts. He has been a speaker, panelist, and contributor of articles for professional associations throughout his career. He spent 10 years as a city council member and chair of its Finance Committee.</p>	
<p>Mr. Cowans has been a national practice leader with David M. Griffith & Associates, Maximus, Fiscal Choice, and MGT Consulting. He has served as an expert witness on cost of service cases for the cities of New York and Chicago, as well as many other smaller jurisdictions.</p>	
<p>Recent projects include an operations review and fee study for the City of Atlanta, GA, a process improvement and fee study for Hillsborough County, FL, an operations improvement study for Charles County, MD, fee studies for the cities of Pittsburgh, PA, Reno, NV, Nashville, TN, Tucson, AZ, and Montgomery County, MD.</p>	
<p>Areas of Expertise</p>	
<ul style="list-style-type: none"> ◆ Process Reviews ◆ Productivity Standards ◆ Financial Management 	<ul style="list-style-type: none"> ◆ Staffing Reviews ◆ User Fee Studies ◆ Expert Witness
<p>Education</p>	
<p>Master of Arts, Public Policy, Duke University Bachelor of Arts, Environmental Studies, Pitzer College (The Claremont Colleges)</p>	
<p>Professional Experience</p>	
<p>MGT of America Consulting, LLC, <i>Director, 2019-Present</i> Fiscal Choice Consulting, <i>Partner (merged with MGT in 2019)</i> Village of Glencoe, Illinois, <i>City Council Member and Finance Chair</i> MAXIMUS (NYSE listed), <i>Senior Vice President</i> JMB Institutional Realty Corp., <i>Portfolio Analyst</i> US Treasury Department, Office of the Secretary, <i>Budget Analyst</i> Price Waterhouse, Office of Government Services, <i>Senior Consultant</i></p>	
<p>Client Service Highlights</p>	
<p>Land Development Process Improvement Hillsborough County, FL Development activity surged and project deadlines became a challenge for Hillsborough County, Florida. In addition to developing a fee study for this client, the project streamlined the application processes for land development. It included stakeholder interviews, process maps, identification of bottlenecks, and assignment of roles to implement the changes. The client Board approved the report unanimously.</p> <p>Fee Study of All City Applications and Permit Types City of Las Vegas, NV Mr. Cowans managed a cost allocation and citywide fee study team. The client had not attempted a cost-based fee study in recent memory. The pandemic threatened municipal finances. The City retained MGT to develop a cost allocation plan and to review the cost of fee services in all offices. We compared prices to</p>	

E. KEY PERSONNEL

	<h2 style="margin: 0;">BRUCE COWANS</h2>
	<p style="margin: 0;"><i>Vice President Performance Solutions</i></p>

peers, advised on processes to make future updates easier, and transferred files and knowledge to enable the City to maintain the data. The project highlighted areas where current prices did not recover actual costs.

Operations Improvement Studies of Various Offices | Metropolitan Government of Nashville & Davidson County, TN

Nashville is a combined city/county entity that has a good government tradition. It has retained Mr. Cowans for review of several functions, including: 1) Can inspection duties of different departments be consolidated? 2) Can restaurant inspections go from two standard inspections annually to one standard and one risk-targeted inspection? 3) Is the Fire Department organized properly to fulfill its mission? 4) How should it regulate code enforcement issues, including short-term property rentals? 5) Is regulation of beer sales efficient? 6) How can it address bottlenecks in permitting of use of the public right-of-way? and 7) What are alternative scenarios, costs, and benefits for use of the State Fairgrounds property?


Relevant Project Experience

- Review processes to streamline bottlenecks for agencies in such areas as document management, permitting, inspection and customer intake / work order management
- Evaluate local government operations for scheduling, staffing, use of technology, alignment of efforts with guidance from elected officials and the public
- Hundreds of user fee studies nationally of virtually every type of billable governmental service, analyzing service delivery methods, costs and cost recovery options.
- Test business case for electronic tax filing for the Colorado Department of Revenue
- Set permit prices to recover costs, devise funding for a permit management system and streamline permit processes to reduce delays and errors – City of Tampa, Florida, Hillsborough County, Florida
- Review the service levels of all departments, validating staffing and spending levels and streamlining service delivery
- Consolidate inspection efforts by different departments to reduce cost without reducing service - Metropolitan Government of Nashville and Davidson County, Tennessee
- Establish overhead spending targets and reduce overhead costs across all departments. Define what to centralize and what to assign to each department – Sacramento County, California
- Define call center staffing requirements using a mathematical simulation of call patterns to confirm required shift coverage – Kenosha County, Wisconsin E911 center
- Expert reports and expert witness service on cost of service issues for cities of Chicago and New York; Kenosha County, Wisconsin; St. Clair County, Illinois, and an engineering firm
- Establish productivity standards, balance workflow and determine staffing needs – McLean County, Illinois Recorder; City of Los Angeles, California; and the City of Chicago, Illinois

Speeches, Panels and Articles

Alternative Service Delivery, Panelist, Western Canada GFOA, 2012 Annual Meeting
Effective User Fee Strategies, GFOA 2009 Annual Conference, Speaker
Fiscal Issues Affecting Information Technology Consolidation, National Association of State Comptrollers, 2006 Annual Conference, Speaker
The Future of Government Employment, Central Illinois American Society for Public Administration, Panelist
Outsourcing, Wisconsin Public Employers Labor Relations Association, Speaker

E. KEY PERSONNEL

	<h2>J. MARK CARPENTER</h2>	
	<p><i>Director Performance Solutions</i></p>	
<p>Mr. Carpenter has been performing governmental consulting services since 1989. Over the past 33 years, he has developed a broad background in local government consulting, with a primary focus on cost of services and user fee rate development, cost allocation development, human capital, and management auditing of government operations. He has worked with city, county, state and special district government agencies on cost analysis, cost accounting and management audit projects. His user fee experience includes analyzing costs for nearly all government functions including development services, emergency medical services, and parks and recreation. His consulting experience includes local government agencies across the United States, including California, Florida, Virginia, North Carolina, Maryland, and Texas.</p>		
<p>Mr. Carpenter has personally prepared over 200 cost allocation plans and over 70 user fee and cost of services studies for government clients in nine states. He has conducted training on cost allocation and user fee study preparation for various state and regional associations in Virginia and Texas.</p>		
<p>Areas of Expertise</p>		
<ul style="list-style-type: none"> ◆ Government Cost Allocation Plans (2 CFR Part 200) ◆ Full Cost Allocation Plans (GAAP) ◆ User Fee Studies ◆ Indirect Cost Rate Proposals ◆ Jail Rate Studies 	<ul style="list-style-type: none"> ◆ Long-range Financial Forecasting ◆ Dual Taxation Analysis ◆ Development of Special Taxing and Benefit Districts ◆ EMS Cost Analysis ◆ Management studies 	
<p>Education</p>		
<p>Master of Public Administration, University of North Carolina, Chapel Hill Bachelor of Arts, Davidson College, North Carolina</p>		
<p>Professional Experience</p>		
<p>MGT Consulting of America, LLC, <i>Director, 2010-present</i> Matrix Consulting Group, <i>Vice President</i> MAXIMUS, Inc., <i>Senior Manager</i> DMG Maximus, Inc., <i>Senior Manager</i> David M. Griffith and Associates, Ltd. (DMG), <i>Senior Consultant</i></p>		
<p>Professional History</p>		
<p>In August 2010, Mr. Carpenter joined MGT. Prior to joining MGT, he was a Vice President with the Matrix Consulting Group for four years. Between 1989 and 2006 he held positions of responsibility with MAXIMUS, Inc., DMG-MAXIMUS, and David M. Griffith and Associates, Ltd. (DMG). Before becoming a local government consultant, Mr. Carpenter worked for the City of Fort Worth, Texas as a Management Analyst in the City’s Office of Management Services and as the Fiscal Administrator for the Fort Worth Police Department. He began his career interning in the Charlotte, NC City Manager’s Office.</p>		
<p>Client Service Highlights</p>		
<p>Development Services Fee Policies City of Raleigh, NC Mr. Carpenter managed a project team that assisted the City of Raleigh in developing new fee structures for development services functions. The scope included engaging stakeholders in the process and successfully</p>		

E. KEY PERSONNEL



J. MARK CARPENTER

Director | Performance Solutions

implementing simplified and enhanced fee structures that reflect the full cost of services. The City also utilizes the cost model to update its fee schedules each year.

Commercial and Residential Fees Analysis for the Public Works Department | City of Port St. Lucie, FL

Mr. Carpenter managed a study of all development services fees collected in the Public Works Department. The study encompassed conducting cost analyses of operations in six divisions within Public Works, including, Traffic Control/Improvements, Streets, Drainage, Operations, Regulatory, and Greenbelt/Waterway Maintenance. The study supported the Public Works Department's Strategic Plan by updating fee structures, new and/or revised fee policies, and engaging key stakeholders in the development community to gain consensus on proposed changes. MGT also provided a cost methodology and model for the department to use in future years that allows in-house updates to the fee schedule and structure.

2 CFR Part 200 and Full Cost Allocation Plans, and Indirect Cost Rates | City of Houston, TX

Mr. Carpenter managed the cost allocation and ICRP development process in the nation's fourth largest city for nearly a decade. These plans included strict cognizant agency audit and approval. Each year, the project team provided six separate cost plans and indirect cost rates for multiple departments.

User Fee Studies | City of Dallas, TX

Mr. Carpenter has managed the cost of service/user fee analysis in the City of Dallas for ten years. This analysis encompasses all governmental services including, but not limited to, Sustainable Development & Construction, Transportation, Parks & Recreation, Sanitation, Police and Fire.

User Fee Studies | City of Houston, TX

Mr. Carpenter managed the cost of service/user fee analysis in the City of Houston for three years (2013-2016). This analysis encompasses all governmental services including, but not limited to Laboratory fees in the Health Department, Houston Permitting Center, Transportation, Parks & Recreation, Sanitation, Police and Fire.

E. KEY PERSONNEL

	<h2>BRETT SWENDIG</h2>	
	<p><i>Manager Performance Solutions</i></p>	
<p>Mr. Swendig is a Manager with MGT with over eight years of experience working with non-profit and local government organizations including cost allocation services to local governments. Since beginning at MGT, he has worked as a consultant on a variety of projects including operational reviews and recommendations, user fee studies, and cost allocation plans.</p>		
<p>Mr. Swendig’s consulting experience has given him the knowledge and experience of governmental budgeting, finance, accounting, and operations. This includes projects for both operational reviews and user fee studies. Mr. Swendig also has expertise in development of cost allocation plans (CAPs) in accordance with generally accepted accounting principles (GAAP); development of CAPs in accordance with federal principles; assisting agencies in maximizing general fund cost recoveries from federally funded programs, enterprise and special revenue funds, and other non-general fund sources; development of indirect cost rate proposals (ICRPs). Additionally, he assists MGT’s Disparity practice in developing market availability databases, vendor research, and market area availability and utilization statistical analysis.</p>		
<p>Prior to working at MGT, he has experience working as a director of a nonprofit organization, managing a number of programs and over 30 employees within the organization. Mr. Swendig also has worked with San Juan County, Utah and the Navajo Nation governments as part of the Americorps VISTA program. During his time there, he managed a housing project and youth programs on the Navajo reservation. In graduate school, Mr. Swendig assisted the OneStar Foundation in developing a report that analyzed the infrastructure of nonprofit organizations within the state of Texas that provided capacity building services and support to other nonprofit organizations.</p>		
<p>Areas of Expertise</p>		
<ul style="list-style-type: none"> ◆ User Fee Analysis ◆ Costing Principles ◆ Operational, Efficiency, and Business Process Reviews ◆ Objectives & Key Results (OKR) Certified Coach 	<ul style="list-style-type: none"> ◆ Indirect Cost Rate Development ◆ Statistical Analysis ◆ Performance Evaluation ◆ Thought Leadership 	
<p>Education</p>		
<p>Master of Public Service and Administration, Texas A&M University, 2010 Bachelor of Science, Kinesiology – Sports Management, Texas A&M University, 2005 Certificate in Diversity, Equity, and Inclusion, Muma School of Business, University of South Florida, 2021</p>		
<p>Professional Experience</p>		
<p>MGT of America Consulting, LLC, <i>Senior Consultant, 2014 - present</i> Victory VBC, <i>Non-Profit Director</i> Parish Episcopal School, <i>Head Coach</i> Americorps VISTA, <i>Program Manager</i></p>		
<p>Operational Review Project Experience</p>		
<ul style="list-style-type: none"> • Orange County, NC – Development Process Review & Performance Evaluation • Contexture – Organizational Structure Review & Planning 	<ul style="list-style-type: none"> • Metropolitan Government of Nashville and Davidson County, TN – Permitting Process Review • Gary Independent School District, IN – Payroll Process Review 	

E. KEY PERSONNEL

		<h2>BRETT SWENDIG</h2>	
		<p><i>Manager Performance Solutions</i></p>	
<h3>User Fee Project Experience</h3>			
<ul style="list-style-type: none"> • City of Houston, TX - Building Fee Study • City of Houston, TX – Multiple Department User Fee Study • City of Dallas, TX – Multiple Department User Fee Study • City of Flagstaff, AZ – Fire Department Fee Study • City of Cypress, CA – Parks & Recreation Fee Study • Hillsborough County, FL – Building Fee Study and Peer Comparison • Lee County, FL – Building Fee Study and Peer Comparison • City of Port St. Lucie, FL – Engineering Fee Study and Peer Comparison • Polk County, FL – Multiple Department Fee Study and Peer Comparison • City of Fort Myers, FL – Community Development Fee Study and Peer Comparison • Florida Department of Health, FL – Lab Fee Study 		<ul style="list-style-type: none"> • City of San Marcos, TX – Development Services Fee Study and Peer Comparison • City of Sugar Land, TX - Multiple Department Fee Study and Peer Comparison • City of Dallas, TX – Sanitation Fee Study • City of Corpus Christi –Parks & Recreation Fee Study • Oklahoma City, OK – Multiple Department Fee Study and Peer Comparison • City of Greensboro, NC – Multiple Department Fee Study and Peer Comparison • City of Raleigh, NC – Building Fee Study and Comparative Survey • Arlington County, VA – Development Services Fee Study and Peer Comparison • Park County, CO – Development Services Fee Study and Peer Comparison • North Texas Municipal Water District, TX – Lab Fee Study 	
<h3>Cost Allocation Project Experience</h3>			
<ul style="list-style-type: none"> • City of Arlington • City of Bryan • City of Carrollton • City of College Station • City of Plano • El Paso County 	<ul style="list-style-type: none"> • City of Fort Worth • City of Garland • City of Lewisville • City of Longview • City of San Antonio • San Patricio County 	<ul style="list-style-type: none"> • City of Midland • City of Odessa • City of Richardson • City of San Angelo • City of Galveston • City of Corpus Christi 	<ul style="list-style-type: none"> • El Paso County • San Patricio County • Jefferson Parish, Louisiana • Caddo Parish, Louisiana • St. Charles Parish, Louisiana • Monroe County, Indiana
<h3>Disparity Project Experience</h3>			
<ul style="list-style-type: none"> • City of Miramar, FL • Osceola County, FL • City of Fort Lauderdale, FL • City of Tallahassee, FL • Athens-Clarke, GA 		<ul style="list-style-type: none"> • New York City, NY • Prince George’s County, MD • Dane County, WI • City of Dayton, OH • City of Winston-Salem, NC 	



Monipatry (Monica) Sanchez, ME, CGAP

Managing Partner

Public Sector Performance Associates LLC

msanchez@pspateam.com / (813) 786-7219

Professional Summary

Monica is the founder and Managing Partner of Public Sector Performance Associates LLC. (PSPA). She has 23 years of experience serving the internal auditing, performance auditing, and management consulting needs of organizations, mainly in local and state government. She leads the operational performance evaluation and risk services for the practice. Her specialties include business process control assessments, compliance reviews, and evaluation of efficiency and effectiveness of business functions, programs, operations, processes, and services. She applies her experience to any organizational latitude, from production to transactional systems, from field to business functions, or from a single process to the entity as a whole.

Prior to founding PSPA, Monica developed an excellent 18-year career at CliftonLarsonAllen (CLA) where she directed the Florida Region Public Sectors Specialized Advisory Services practice, and lead multiple consulting teams across the nation. Monica is the immediate Past President and the current VP of Education of the Institute of Internal Auditors (IIA) West Coast chapter.

Experience Serving Clients

Monica has vast experience leading managing consultative projects of various types, including:

- Outsourced and co-sourced internal auditing and internal audit contractor. Application of the Institute of Internal Auditors (IIA) International Standards for the Professional Practice of Internal Auditing (Standards).
- Quality Assessment Reviews, as prescribed by the IIA.
- Enterprise-wide Risk Assessment (ERA) and Enterprise Risk Management (ERM) services.
- In-depth internal control evaluations with a focus on risk and offering recommendations for improvement.
- Organizational culture and management practices assessments
- Development and implementation of performance measurement systems. Measurement and testing of performance measures/indicators.
- Performance-based budgeting.
- Performance Audits following *Government Auditing Standards*
- Evaluation of existing operational and financial management procedures to identify issues that are causing inefficiency or waste, such as duplicated activities/waste, bottlenecks, untimely reporting, manual versus automated processes, among others.

E. KEY PERSONNEL

- Application of best practices in the areas of organizational structure and staffing, policies and procedures, financial information systems and their use, including reporting, monitoring and controlling activities, and determining the extent to which the organization implements such practices.
- Policy and procedure development.
- Current state assessments and future state design and process reengineering.
- Sarbanes-Oxley related services.

Example Clients and Projects

Monica has dedicated her career to evaluating county and local government programs to evaluate administrative and operational controls, improve their efficiency and effectiveness, and ensure that they are meeting the purpose for which they were designed. With PSPA Monica has completed the following projects:

- Regulatory Compliance Audits, Washington State Auditor (January 2023)
- Management Consulting, Pinellas County Utilities (August 2022)
- Procurement Business Process Analysis, Hillsborough County Children’s Board (November 2022)
- Leadership Assessment, Pinellas County Utilities (May 2021)
- Payroll and Overtime Audit, City of West Palm Beach, Florida (June 2020)
- Management and Performance Audit of Tampa Bay Water, as a CLA subcontractor (June 2020)
- Internal Controls Over Health Insurance Claims, City of West Palm Beach, Florida (June 2019)
- Internal Audit Services, City of Tampa, as a CLA subcontractor (November 2019)

During her time at CLA, Monica directed multiple projects. Sample projects from 2015 to 2019 include:

- Performance Audit of the Building Services Division, Hillsborough County, Florida (January 2019)
- TECO Energy, Quality Assurance Review (March 2018)
- Enterprise-wide Risk Assessment, Santa Rosa County, Florida (January 2017)
- Performance Audit of the Mayor’s Office of Information Technology, City of Baltimore. Assessment of the reliability, validity, and relevance of selected performance measures, and of the mechanisms in place to track and generate performance data (November 2016)
- Performance Audit of the Children Services Division, Hillsborough County (April 2016)
- Performance Audit of the Aging Services Department, Hillsborough County, Florida (April 2016)
- Organization of American States, Assessment of the General Secretary’s Results-Based Budgeting System (October 2014)
- Enterprise-wide Risk Assessment, Big Brother Big Sisters of America (June 2016)
- Internal Control Assessment Risk Management Function, Regional Transit Authority (December 2016)
- Internal Control Assessment Cashiering Functions, Sarasota County, Florida, Clerk of Courts and Comptroller (December 2016)

Education

- Master in Engineering Systems Management, University of South Florida
- Bachelor of Arts in Industrial Engineering, *Universidad Nacional Experimental del Táchira*, Venezuela.

Certifications and Specialized Training

- Institute of Internal Auditors, Certified Government Auditing Professional (CGAP)
- Institute of Internal Auditors, Certified Internal Auditor (CIA). *In progress.*
- Six-Sigma training.

Professional Affiliations

- Institute of Internal Auditors – West Coast Chapter, Board Member and Past President (2014 – 2016).
- Florida Government Finance Officers Association (FGFOA)



Nona Ullman

Senior Consultant

Public Sector Performance Associates LLC



Profile

A strong entrepreneurial professional with 30 years' experience, Nona brings to bear her skills in strategic planning, change management, performance improvement, project management, program evaluation, enterprise software, information technology strategy, and business transformation. As the owner of Improve, LLC, a New York State-certified Woman-Based Enterprise (WBE), she provides strategic, operational, and IT management consulting services to educational and government clients, including the New York City Department of Education (DOE), the states of Louisiana and South Carolina, Holland + Knight on behalf of the Bill and Melinda Gates Foundation, the U.S. Virgin Islands, Greenwich Public Schools, and the Orange County, Florida, School District. Nona holds an MBA in Finance from the Wharton School of Business and a BS in Industrial and Labor Relations from Cornell University.

Types of projects and clients

Nona has been involved in multiple projects on organizational design and operations improvement, business plan and marketing services, information technology planning and implementation, business requirements definition, grant writing, project management, and program evaluation. Key projects include:

- Successfully completed 29 projects on time and within budget in 10 states/territories for clients including the New York City Department of Education (DOE), the Bill and Melinda Gates Foundation, the U.S. Virgin Islands, the School District of Philadelphia, the US Department of Education (US ED), and the Urban Teacher Center in Maryland.
- Awarded a US ED Small Business Innovation Research (SBIR) grant to develop an EdTech product that received \$150,000 in Part I funding.
- Received 100% customer satisfaction in large group executive brainstorming and team building sessions for 50-100 employees, based on the innovative principles of appreciative inquiry.
- At Bearingpoint (formerly KPMG Consulting), served as Managing Director and the National K-12 Lead, State and Local Government Practice, growing national K-12 revenues from \$500,000 to \$20 million from 1994 to 2005.
- At Accenture (Formerly Andersen Consulting) as a Senior Consultant, Strategic Services, conducted research and analysis on strategic, marketing, and organizational studies for Fortune 500 and middle-market companies. As a Consultant of Change Management Services, developed training and change management methodology (Method/E) and served on training team for a customer service information system implementation.

Education

- Master of Business Administration, Finance, Wharton School of Business, University of Pennsylvania
- Bachelor of Science, Industrial and Labor Relations, Cornell University.



Greta MacDonald, MPA

Senior Consultant

Public Sector Performance Associates LLC

gmacdonald@pspateam.com

Professional Summary

Over 21 years of experience leading, designing, and conducting audit and consulting engagements of state and local government entities, nonprofit and public companies. In addition to providing contract internal auditing services and conducting independent performance and compliance audits for government clients, she has also provided Quality Assurance/Quality Control reviews of audit and consulting engagements to ensure that performance audit work papers met Yellow Book performance auditing standards. She has mentored staff, developed training and overhauled audit working papers and workflows to improve internal processes. Greta developed her performance auditing expertise at MGO (Macias Gini & O’Connell), where she worked for more than 16 years before becoming an independent audit consultant.

Experience Serving Clients

Audit client experience includes water districts, transportation, healthcare (public hospitals and health plans), public utilities, and general-purpose government units, specializing in treasury, finance, (payroll, accounts payable, accounts receivable), grant management, and procurement. Greta has managed over fifty consulting and audit engagements and has been involved in all aspects, from proposal development to final client deliverables.

Technical Skills

- Performance Audits and QA/QC according to Generally Accepted Government Auditing Standards (GAGAS)
- Risk Assessments
- Working knowledge of IIA's IPPF
- Performance Measurement
- Program Evaluation
- Expert Witness Experience/Litigation Consulting
- Proposal Writing and Development
- Internal Controls
- Regulatory/Compliance Auditing (healthcare, transportation, utilities)
- Working Knowledge of COSO Framework
- Best Practices Studies and Research
- Best Practices Studies and Research
- Job analysis and staffing studies
- Business Process Re-engineering
- SOC I and II
- Survey Design
- Report Writing
- Quantitative Analysis
- Financial Analysis and Forecasting
- Non-profit consulting - fiscal health studies, grant auditing and evaluation
- Workflow design
- Due diligence reviews

Education

- Master in Public Administration, University of Southern California
- Bachelor in Economics and Business, California State University, Chico

F. Experience

MGT brings recent experience helping local governments with the challenges of scaling a development services agency to meet growth in demand and expectations of residents and elected officials.


MGT History and Organization Structure

MGT of America Consulting, LLC (MGT) began operations in 1974 as a public sector research firm and has expanded its consulting capabilities and client offerings over the years. We are a national consulting firm specializing in ***assisting public sector clients to operate more efficiently and effectively***. A significant portion of MGT’s work is repeat business, reflecting a high level of customer satisfaction in our ability to provide exceptional professional services.

MGT is organized as a privately held, employee-owned and financially stable limited liability company with a deep roster of experienced cost allocation experts, support resources, and a commitment to serve the public. It’s our people that are the driving force behind the impact we create. Every member of the firm has a vested interest in the successful completion of every project, for every client. This mindset is embedded in our culture in is at the heart of what we do: ***we change the communities we serve – for good.***

MGT has acquired a keen understanding of the structures, operations, and issues facing public agencies. This understanding comes from **nearly 50 years** of extensive experience providing financial and management consulting services to state and local governments, and the prior work experience of our consultants.

Prior to working as consultants, many of our consultants worked in government agencies as managers and staff. This inside knowledge of government gives our consultants an ability to hit the ground running.



MGT **FIRM AT A GLANCE**

Name: MGT of America Consulting, LLC (MGT)
Founded: 1974
Locations: Headquarters in Tampa Florida; offices nationwide
Staff: 500+ consultants
Structure: Privately held, employee-owned, client-driven Limited Liability Company
Lines of Business: Government Consulting, Education and Financial Solutions, Diversity and Inclusion, Human Capital, Cyber Security and Technology



The Social Impact of MGT's Work



Defined by Impact



The St. Petersburg Planning and Development Services Department exists to aid in the planning of the City's future, while striving to maintain the history and authentic fabric of St. Pete's past.

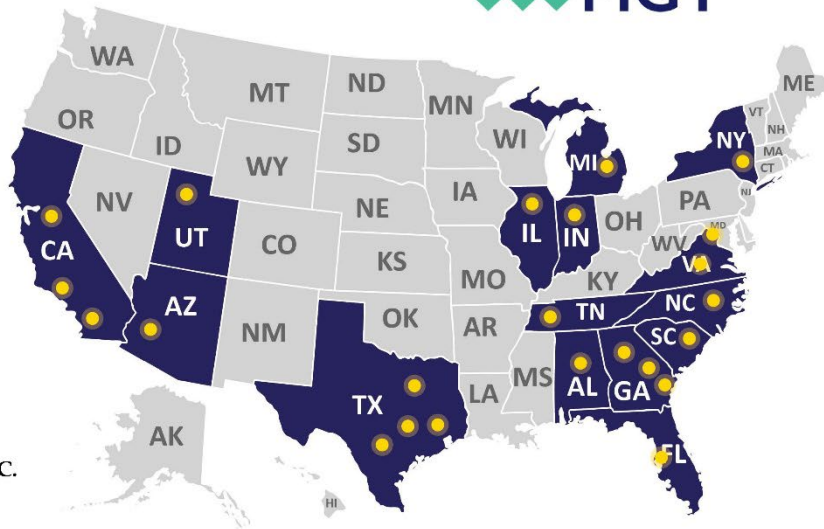
We are proud to work with the City in this project regarding the effectiveness of the department that touches a key sector of the City's economic development.

MGT Office Locations

MGT's headquarters are in Tampa, Florida, with additional locations across the country.

NATIONAL FIRM LOCAL FOCUS

- Alabama**
Birmingham
- Arizona**
Phoenix
- California**
Sacramento
Riverside
Carlsbad
- Florida**
Tampa HQ
- Georgia**
Savannah
Atlanta
Alpharetta
- Illinois**
Chicago Metro
- Indiana**
Gary
- Michigan**
Bay City
- New York**
NYC
- North Carolina**
Raleigh
- South Carolina**
Columbia
- Tennessee**
Nashville
- Texas**
Dallas
Austin
San Antonio
Houston
- Utah**
Salt Lake City
- Virginia**
Richmond
- Washington, D.C.**



MGT Primary Consulting Divisions

MGT is structured into several primary consulting divisions. The MGT Performance Solutions Group will be responsible for the completion of this project. This portfolio group combines Financial Solutions, Human Capital, Government Consulting, and Diversity and Inclusion to provide an integrated team with

F. EXPERIENCE

subject matter expertise and the financial acumen to help government agencies perform at their best and thrive. We also have experts in Education Solutions and Cyber Security and Technology.



Government Consulting

Everything from an organizational analysis to a jail privatization study to a strategic plan to move an organization from reactive mode to proactive mode.



Diversity and Inclusion

Disparity research and diversity studies to provide an organization or community with a more equitable and inclusive environment.



Education Solutions

From student outcomes and performance, to operational effectiveness, our solutions have impacted more than 50 million students across the globe.



Financial Solutions

Our nationally-recognized experts help clients weather fluctuating market conditions and rising demands on their budgets using a variety of proven solutions.



Human Capital

Specializing in classification and compensation studies, this practice helps public agencies retain and attract the right talent.



Cyber Security and Technology

We help IT and Cyber leaders navigate and manage cyber threats through a Cyber Security Office program that provides an “a la carte” menu for customization.

The MGT Consulting Advantage



MGT offers an expert **impartial perspective** on organizational structure, processes, and practices. As an independent entity, our only vested interest is that of our clients; therefore, we apply our extensive experience to generating objective independent solutions to meet our client needs.



MGT leverages **best-of-breed data sources** to inform policy development and service delivery. Our team balances “gold standard” resources with our unique past performance lessons learned. MGT is committed to offering useful recommendations that achieve tangible results and is ever mindful of the practical and political realities the City may face.



MGT has an **extensive track record** of providing consulting services that are similar in scope to this project. Our solutions help the organizations we work with achieve their goals and serve their constituents more effectively and efficiently. The considerable amount of repeat work we deliver demonstrates our ability to be professional and develop lasting client relationships.



MGT provides solutions which are **specifically tailored** to meet the needs of our clients. The MGT team has an impressive track record of providing customized solutions, objective research, creative recommendations, and quality products that respond to each client's unique needs and time requirements.

Firm Experience and Qualifications

Prior to working as consultants, most of our consultants worked in government. Many have advanced degrees relevant to public sector consulting work. Our consultants understand what it means to work within timelines to produce a study that will articulate findings and results that will help agencies to transform to a higher level of performance.

MGT has conducted organizational assessments and operational review studies for clients nationwide, with a substantial amount of this work recently in development services.

We work with many planning and development services departments to review processes, organizational structure, use of technology, and cost of services. Each government is different. As examples, some departments:

- ◆ Involve multiple departments in permitting processes so that reviews must cross organizational lines as separate departments may address zoning, engineering, infrastructure, and zoning before even beginning review of construction permits.
- ◆ Centralize customer-facing activities in One-Stop Shops.
- ◆ Communicate with customers electronically on the status of applications while customers in other jurisdictions find it hard to learn the status of their applications.
- ◆ Rely on paper.
- ◆ Customize permitting systems to the point where they do not work as well.
- ◆ Have no clear understanding of performance targets or how to hold a team accountable, coaching to better performance.

Relevant Experience

MANAGEMENT STUDIES – OPERATIONAL, ORGANIZATIONAL, POLICY, AND PROCESS REVIEWS

Since we work exclusively with public agencies, our team is familiar with most of the types of services that a government agency provides. Our management consultants review policy, procedures, use of technology, culture, and strategy to help clients that want to improve performance. Our exclusive focus on public sector needs means that we bring insights from successful practices elsewhere. This allows us to provide independent and timely insight to support your operational, budgetary, and policy needs.

We base our findings and recommendations on best practices, policies and procedures for like-sized local governments, sound organizational models, optimizing use of technology, appropriate staffing, and customer requests.

A few of the advantages we bring to this engagement include:

- ◆ **Process improvement and management study expertise:** Having done similar work, we have learned better ways to do this work. We have evaluated staff size, interdepartmental

F. EXPERIENCE

coordination, use of technology to support permitting processes, communications with the industry, and have found and fixed service bottlenecks. We have facilitated developer focus groups and have seen a variety of approaches that inform our sense of best practices.

- ◆ **Audit Expertise:** We have extensive experience conducting reviews of public entities, including state and local government, school systems, and universities. Our proposed project team includes CPAs with audit experience.
- ◆ **Project Management Excellence:** We are project management pros who have completed more than 20,000 engagements. We have the experience the City needs to assimilate the requirements of leadership and stakeholders and coordinate the many technical and administrative resources required to ensure a successful audit.

Development Services Projects

The qualifications of the firm are of value to the City, as the depth of our firm can provide you with additional support. But more important to your needs is the qualification of our project team and of our project director. To that end, we list below development services projects done by Bruce Cowans, our proposed project manager.

CLIENT	PROCESS STREAMLINING / MANAGEMENT IMPROVEMENT
City of Tampa, FL	Process streamlining of complex permits involving Building, Planning, Public Works, and Fire
City of Atlanta, GA	Staffing and process improvement to address delays in permit approval
Charles County, MD	Organization and operations review of the Department of Planning & Growth Management (draft report delivered – project in process)
City of Tulsa, OK	Assessed service timeliness and process changes to become ready for a new permitting system
Hillsborough County, FL	Land development process streamlining Building permit process streamlining and redesign office layout Map and gap review of land development permit involvement of all County agencies that review permits
Manatee County, FL	Process improvement review to determine why service delivery times grew as demand declined. Cost studies of all development permits
Kenosha County, WI	Review efficiency, effectiveness and structure of Dept. of Planning & Development and write a plan to merge it into the Dept. of Public Works
Metropolitan Government of Nashville & Davidson County, TN	Redesign how development permitting should work given rapid population growth. Review services across departments of Codes, Planning, Fire Marshal, Water, and Public Works.

F. EXPERIENCE

CLIENT	PROCESS STREAMLINING / MANAGEMENT IMPROVEMENT
City of Greenville SC	Develop a plan to scale service delivery to rapid growth. Review staffing and workload, use of technology, land management ordinances, and make comparisons to peers. Develop process maps (current and future state) for the most common development types.
Permit cost studies under the Florida Building Code	Clients have included the counties of Nassau, Leon, Wakulla, Alachua, Hillsborough, Polk, Manatee, Pasco, Charlotte, and Monroe and the cities of Miami Beach, Venice, Cocoa, Longboat Key, Tampa, and Marco Island

Similar Engagement with Other Government Entities

METROPOLITAN GOVERNMENT OF NASHVILLE & DAVIDSON COUNTY, TN | DEVELOPMENT SERVICE REGULATORY IMPROVEMENTS

Contact Name: Kristin Wilson, Mayor’s Office Chief of Operations
Phone: (615) 862-6006 | **Email:** kristin.wilson@nashville.gov

Over the last decade, the population of Nashville doubled and the workload for development permits grew 550%. Out of concern over taxes and the size of government, Nashville added no staff. Predictably, service deteriorated to the point where developers approached the Mayor for help. We were retained for a 3,500-hour project to work with the departments of Codes & Building Safety, Planning, Water, Fire, and Transportation. We identified staffing needs, streamlined processes, improved the interaction between technology and staff, and opened regular channels with the industry. Council adopted these recommendations, and we devoted nearly a year to implementation support.

HILLSBOROUGH COUNTY, FLORIDA | ORGANIZATIONAL ASSESSMENT AND COST ANALYSIS

Contact Name: Jose Fernandez, Business Manager, Development Services
Phone: (813) 307-3405 | **Email:** fernandezjr@hillsboroughcounty.org

The study was approved by a unanimous County Commission vote. Work tasks included:

- ◆ Review land development process for opportunities to streamline. Interview internal and external stakeholders, meet with each County Commissioner, review process and suggest revisions, assess use of technology, test adequacy of staffing, and compare to peers.
- ◆ Determine cost of permits originating in Development Services that are also processed in departments of Public Works and Public Utilities. Determined staffing efforts for 200+ activities reviewed by those departments.
- ◆ Determine cost of permits originating in Planning Commission that are also reviewed in 12 other offices.
- ◆ Assess efforts to coordinate review and avoid duplication in land development permit reviews performed by several different departments.

SANGAMON COUNTY | OPERATION AND ORGANIZATION REVIEWS OF ALL DEPARTMENTS

Contact Name: Brian McFadden, County Administrator

F. EXPERIENCE

Phone: (217) 753-6650 | Email: Brianm@sangamonil.gov

For more than 20 years, our proposed project director has worked closely with the County on several projects. Examples include operational review of:

- ◆ The offices of: Facilities Management, Procurement, Sheriff, County Clerk, Recorder, Public Health, Highway, Juvenile Detention, Animal Control, Emergency Management, Circuit Court Clerk, State’s Attorney, and Public Defender.
- ◆ Vulnerability assessment of errors in the property tax cycle,
- ◆ Staff sharing options to mitigate demand for peak period staffing needs between offices of assessor, county clerk, and treasurer
- ◆ Cost studies of offices with service fees to test if prices recovered costs.

ORANGE COUNTY, NC | ORGANIZATIONAL AND OPERATIONAL REVIEW OF PLANNING & INSPECTIONS

Contact Name: Travis Myren, Deputy County Administrator
Phone: (919) 245-2300 | Email: tmyren@orangecountync.gov

Development process review. Assessed staff needs, workflows, work processes, and causes of staff struggles to use a new permitting system.



“We were very impressed by how efficient they worked, their methodology, their insight, and their professionalism. I would highly recommend MGT and hope to do business with them again for our next study.”

- Joseph Onzick, Executive Director of Finance Kane County, IL

G. Reference Projects

MGT has an outstanding record of past performance. Our teams are composed of proven professionals with the goal of providing the best quality of service while meeting project schedules and budgets. Many of our clients have contracted with MGT for multiple projects or updates. Repeat business is the greatest testament to our commitment to customer service and client satisfaction. We encourage you to contact any of our references to learn of our professionalism, ability to meet timelines, and the expertise of our staff.

Projects completed by MGT most relevant to the City are provided below. Our proposed project manager conducted all of these engagements.

CLIENT NAME	HILLSBOROUGH COUNTY, FLORIDA <i>This project was done by our proposed project manager while with the firm of Fiscal Choice Consulting, LLC, which mgt acquired in June 2019.</i>
ORGANIZATION SIZE	Development Services has 212 FTE. The review covered additional departments (Public Works, Public Utilities, Planning Commission and a few others). County budget is \$6.23 billion, serving 1.4 million residents.
CONTRACT AMOUNT	\$120,680 for four tasks described below
REFERENCE NAME	Jose Fernandez
TITLE	Business Manager, Development Services
PHONE NUMBER	(813) 307-3435
MAILING ADDRESS	Development Services Department 601 E. Kennedy Blvd, 19 th Floor, Tampa FL 33602
EMAIL ADDRESS	fernandezjr@hillsboroughcounty.org
SERVICE DESCRIPTION	<p>Study approved by unanimous County Commission vote.</p> <ol style="list-style-type: none"> 1. Review land development process for opportunities to streamline. Interview internal and external stakeholders, meet with each County Commissioner, review process maps and suggest revisions, assess workflow, use of technologies, adequacy of staffing, comparisons to peers, and created phased implementation plan for improvements. 2. Determine cost of permits originating in Development Services that are also processed in departments of Public Works and Public Utilities. Determine staffing efforts for 200+ activities. 3. Determine cost of permits originating in Planning Commission that are also reviewed in 12 other offices.

G. REFERENCE PROJECTS



4. Assess efforts to coordinate review and avoid duplication in land development permit reviews performed by several different departments.

CLIENT NAME	METROPOLITAN GOVERNMENT OF NASHVILLE & DAVIDSON COUNTY, TENNESSEE
ORGANIZATION SIZE	Nashville is a combined city/county, with a budget of approximately \$2.5 billion.
CONTRACT AMOUNT	<p>\$78,000 for phase 1 diagnostic (underway)</p> <p>\$115,000 for phase 2 deeper dive into selected issues (authorization pending)</p> <p>\$117,000 for fee studies</p> <p>\$330,000 for implementation monitoring and hands-on support for change management</p>
REFERENCE NAME	Brady Rich
TITLE	Deputy Director of Codes & Building Safety
PHONE NUMBER	(615) 862-6500
MAILING ADDRESS	800 2 nd Avenue South, Suite 201, Nashville, TN 37219
EMAIL ADDRESS	Brady.rich@nashville.gov
SERVICE DESCRIPTION	Rapid population growth was accompanied by a rapid pace of development (during the study, there were 35 construction cranes in downtown alone). Service levels were deteriorating as demand outstripped staffing levels. We were asked to recommend how to scale operations to the increased level of demand.

CLIENT NAME	<p>CITY OF ATLANTA, GEORGIA</p> <p><i>This project was done by our proposed project manager while with the firm of Fiscal Choice Consulting, LLC, which mgt acquired in June 2019. That firm served as a subject matter expert subcontractor to BKD, LLP, an accounting firm.</i></p>
ORGANIZATION SIZE	The Building Division has 140 FTE. The City budget is \$2.2 billion, serving 450,000 people.
CONTRACT AMOUNT	<p>Phase 1: \$76,000 for our firm’s share of the work for the process and staffing study</p> <p>Phase 2: \$75,000 for our firm’s share of the activity-based cost and staffing analysis.</p>

G. REFERENCE PROJECTS

REFERENCE NAME	Tim Keane
TITLE	Commissioner of Planning & Development
PHONE NUMBER	(404) 658-7638
MAILING ADDRESS	55 Trinity Ave. SW, Suite 1450, Atlanta, GA USA 30303
EMAIL ADDRESS	tkeane@atlantaga.gov
SERVICE DESCRIPTION	Seven independent audits had faulted the Building Division for unnecessary delays in permitting, which became acute during a surge in development activity. We reviewed the permitting process, technology, and staffing levels. We identified bottlenecks due to understaffing, insufficient training, and productivity challenges.

CLIENT NAME	CHARLES COUNTY, MARYLAND
ORGANIZATION SIZE	The Department of Planning & Growth Management has 78 FTE and serves a suburban Washington DC county of 163,000.
CONTRACT AMOUNT	\$57,995
REFERENCE NAME	Deborah Carpenter
TITLE	Director of Planning & Growth Management
PHONE NUMBER	(301) 645-0595
MAILING ADDRESS	200 Baltimore Street, La Plata, MD 20646
EMAIL ADDRESS	carpentrd@charlescountymd.gov
SERVICE DESCRIPTION	<p>Note: This project is underway. We have delivered a draft report. Some editing remains to be done, as well as the final presentation.</p> <p>Population growth was placing pressure on the current organization size and structure. The Zoning Code was lengthy and outdated. The County undertook this project to assess the status quo, but more importantly, to discuss how it might respond to different population growth curves. We interviewed County staff and developers and conducted a peer comparison. Our report addresses size, structure, process, and technology changes.</p>

CLIENT NAME	CITY OF GREENVILLE, SOUTH CAROLINA
ORGANIZATION SIZE	Greenville has a population of 67,000 and is growing rapidly
CONTRACT AMOUNT	\$78,000
REFERENCE NAME	Shannon Lavrin
TITLE	Assistant City Manager

G. REFERENCE PROJECTS

PHONE NUMBER	(864) 232-2273
MAILING ADDRESS	PO BOX 2207, Greenville, SC 29602-2207
EMAIL ADDRESS	slavrin@greenvillesc.gov
SERVICE DESCRIPTION	Review size, structure, technology, status of land management ordinances, and develop peer comparison. Present what changes can be obtained without additional spending and identify appropriate relationships of permit workload to staffing to guide response to ongoing growth.

Florida Business License

A copy of MGT's Florida Business License is provided on the following page.

State of Florida

Department of State


I certify from the records of this office that MGT OF AMERICA CONSULTING, LLC is a limited liability company organized under the laws of the State of Florida, filed on December 2, 2015.

The document number of this limited liability company is L15000199435.

I further certify that said limited liability company has paid all fees due this office through December 31, 2023, that its most recent annual report was filed on February 25, 2023, and that its status is active.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Eighth day of March, 2023*




Secretary of State

Tracking Number: 6407490915CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

H. Project Approach

We follow Project Management Institute guidance that the purpose of a project is to produce required deliverables and the purpose of a work plan is to explain the steps needed to produce deliverables.

Task 1.0: PROJECT MANAGEMENT

We recommend that the project have a task to coordinate efforts of the consultant and the Authority. This is a detailed effort that does not happen reliably without project management.

1.1 Calls for logistics and data request

1.2 Project planning discussion with project steering committee

- ◆ Review and confirm baseline work plan
- ◆ Confirm protocols for deliverables, draft reviews, deliverable acceptance criteria, invoicing, communication, and invoicing

1.3 Status reports and project financial management

Task 2.0: IS THERE A CLEAR MISSION STATEMENT WITH RELEVANT METRICS?

This task will develop information that will inform the task on strategic management.

2.1 Interview PD&S leadership and Council to check:

- ◆ Do values align with the mission statement?
- ◆ Are there metrics, key performance indicators (KPIs), or objectives and key results (OKRs) that monitor results associated with goals?
- ◆ How well do staff understand the mission and metrics?

2.2 Develop narrative summary of interviews

2.3 Review narrative summary with City liaison

2.4 Additional research and edits to complete this report section

Task 3.0: CRITIQUE THE ORGANIZATION STRUCTURE

3.1 Interview a selection of supervisors and staff to ask:

- ◆ Does the organization structure support the mission?
- ◆ When you collaborate with staff in other units, are your priorities in sync?

H. PROJECT APPROACH

- ◆ Are there duplications of effort or gaps in responsibility?
- ◆ Span of control: is authority delegated close to where decisions are made?
- ◆ Are there lessons from peers that would improve the org structure? (draws on consultant experience)

3.2 Develop narrative summary of interviews

3.3 Review narrative summary with City liaison

3.4 Additional research and edits to complete this report section

Task 4.0: ARE STAFFING LEVELS SCALED TO WORKLOAD?

This task will inform the later task efforts on the adequacy of the budget.

- 4.1 Consultant to explain how to complete template on capacity vs workload
- 4.2 Department to complete staffing template
- 4.3 Select a handful of peer agencies and a few key workload metrics to compare workload per worker
- 4.4 Survey peers
- 4.5 Discuss findings with City and perform additional research as needed

Task 5.0: PEER REVIEW

- 5.1 Confirm peers to survey and request City to ask for their cooperation with the study. City shall provide a list of public/private organizations and municipalities that provide these programs.
- 5.2 Develop and review with City liaison the questions for peer comparison
- 5.3 Peer review of similar program structures and functions with at least one located in another city of similar size and one located in St. Petersburg
- 5.4 Review up to three public/private organizations and municipalities outside of St. Petersburg and public/private organizations in the City of St. Petersburg.
- 5.5 Focus on best practices from similar programs
- 5.6 Review findings with City liaison and resurvey as needed

Task 6.0: REVIEW STAFF QUALIFICATIONS AND CAREER DEVELOPMENT

- 6.1 Discuss how the department identifies required qualifications
- 6.2 Discuss how well staff qualifications align with needs
- 6.3 What opportunities exist for staff to obtain experience and credentials for career advancement?
- 6.4 Work with staff to redline current job descriptions for differences between status quo and departmental needs
- 6.5 Develop narrative summary of findings
- 6.6 Review narrative summary with City liaison
- 6.7 Additional research and edits to complete this report section

Task 7.0: ASSESS LEADERSHIP EFFORTS OF MANAGEMENT

- 7.1 Interview supervisors, staff, and selected staff from City Manager's Office, addressing the topics listed in the RFP's scope section. We will review interview questions with you in advance.

Dimensions of Management with Example Skills

<p>ACCOUNTABILITY</p> <ul style="list-style-type: none"> •Communicates to staff how performance will be measured and the consequences of not meeting expectations. •Monitors and follows-up on assigned work on a regular basis. 	<p>DELEGATION</p> <ul style="list-style-type: none"> •Delegates work consistently and fairly to staff. •Ensures that staff has the resources needed to effectively carry out delegated tasks. 	<p>LEADING</p> <ul style="list-style-type: none"> •Effectively converts the ideas and visions of leaders into action. •Sets clear operational objectives for the team(s) and individual staff members. 	<p>EMPOWERING</p> <ul style="list-style-type: none"> •Speaks to staff about recommending and presenting solutions to problems, not just ask for more instructions. •Encourages staff to take on new challenges.
<p>COACHING</p> <ul style="list-style-type: none"> •Helps staff resolve conflict quickly and works to ensure a win-win outcome. •Regularly discusses with staff the quality of their work. 	<p>COMMUNICATING</p> <ul style="list-style-type: none"> •Communicates emerging issues to staff in a complete and timely manner. •Ensures that all people that should be informed are included on relevant communications. 	<p>PLANNING</p> <ul style="list-style-type: none"> •Effectively plans work so that all daily and weekly activities are completed on schedule. •Has strong time management skills. 	<p>DECISION-MAKING</p> <ul style="list-style-type: none"> •Feels empowered to make decisions and/or implement solutions. •Involves staff in decision-making.

- 7.2 Do staff know what is expected?

H. PROJECT APPROACH

- 7.3 What evidence is there of accountability for expectations?
- 7.4 Are mistakes tolerated as learning experiences?
- 7.5 How do supervisors develop their staff?
- 7.6 How well do staff learn to balance between effective enforcement of codes and a customer-friendly style?
- 7.7 How do supervisors discuss management to learn from each other and create an equitable environment?
- 7.8 Is there a succession plan, including mitigation strategies for unexpected sudden vacancies?
- 7.9 Debrief with department and City liaison
- 7.10 Develop narrative summary of interviews
- 7.11 Review narrative summary with City liaison
- 7.12 Additional research and edits to complete this report section

Task 8.0: POLICIES AND PROCEDURES

- 8.1 Interviews to ask what problems or vulnerabilities are key challenges for policies and procedures
 - ◆ How does the department update policies and procedures, and are there specific instances where that may have avoided other problems?
 - ◆ Is there a protocol to learn of good ideas or best practices from peers?
 - ◆ How does the department manage the use of consultants for special projects and staff augmentation?
- 8.2 Debrief with department and City liaison
- 8.3 Develop narrative summary of findings
- 8.4 Review narrative summary with City liaison
- 8.5 Additional research and edits to complete this report section

Task 9.0: CUSTOMER SERVICE ORIENTATION

- 9.1 Interviews to understand:

H. PROJECT APPROACH

- ◆ Is there a shared understanding of customer service expectations or does each person interpret this individually?
- ◆ How do staff manage timeliness, including delivery of complete sets of comments (as opposed to piecemeal)?
- ◆ To what degree is customer service the subject of training and sharing of what has and has not worked?
- ◆ Do managers get regular customer contact?
- ◆ Is there positive reinforcement/recognition of good customer service?

9.2 Debrief with department and City liaison

9.3 Develop narrative summary of findings

9.4 Review narrative summary with City liaison

9.5 Additional research and edits to complete this report section

Task 10.0: COMMUNICATION

10.1 Interviews and review of permitting systems to assess:

- ◆ How effective is collaboration between reviewers inside and outside of the department?
- ◆ How does the department keep applicants aware of status?
- ◆ How is interaction with staff and elected officials managed?

10.2 Develop narrative summary of findings

10.3 Review narrative summary with City liaison

10.4 Additional research and edits to complete this report section

Task 11.0: BUDGET REVIEW

11.1 Interviews for prior tasks will cover this topic. This will include whether staffing is scaled to workload, how the city funds capital needs, whether the current fund structure is meeting the city's needs.

11.2 Develop narrative summary of findings

11.3 Review narrative summary with City liaison

11.4 Additional research and edits to complete this report section

Task 12.0: HOW IS DIVERSITY OF STAFFING ACCOMPLISHED?

- 12.1 Review HR records and compare to Census data to assess how the diversity of staff matches the diversity of the community
- 12.2 Discuss with HR how diversity factors into recruiting and where the city recruits
- 12.3 Develop narrative summary of findings
- 12.4 Review narrative summary with City liaison
- 12.5 Additional research and edits to complete this report section

Task 13.0: IS THE DEPARTMENT MANAGING STRATEGICALLY?

- 13.1 Interviews to explore:
 - ◆ Is there a shared understanding of strategy, and who sets it?
 - ◆ Is the zoning code in sync with the comprehensive plan?
 - ◆ How does the department decide and communicate priorities?
 - ◆ How do development trends compare to similar Florida cities?
 - ◆ Is the city ready for the Tropicana redevelopment?
- 13.2 Develop narrative summary of findings
- 13.3 Review narrative summary with City liaison
- 13.4 Additional research and edits to complete this report section

Task 14.0: IS THE DEPARTMENT MANAGING ENVIRONMENTAL RISK?

- 14.1 Interviews to assess:
 - ◆ Are environmental risks assessed in zoning and plan review?
 - ◆ Have applications been returned for revision to address these risks?
 - ◆ How are applicants informed of expectations?
- 14.2 Develop narrative summary of findings
- 14.3 Review narrative summary with City liaison
- 14.4 Additional research and edits to complete this report section

Task 15.0: P&DS CONFIDENTIAL EMPLOYEE SURVEY

As requested, we will administer the *Confidential Employee Survey* to 100% of Department employees to ascertain their attitude regarding the management and working environment. Survey will be administered online, participation will be anonymous, and responses will be analyzed by several demographic groupings, including, at a minimum:

- Race
- Gender
- Organizational unit (division, section)
- Employee level (Director, Manager, Supervisor, Staff, etc.)
- Tenure with the Department and the City

The survey will use a four-point Likert scale (Strongly Agree, Agree, Disagree, Strongly Disagree). The survey will include common areas of interest as cited in the RFP, shown below, plus other areas of interest identified in the management interviews.

- Supervision
- Upper management
- Working and safety conditions
- Culture and interpersonal relationships with other employees
- Discrimination & equality
- Communication up and down the organization hierarchy
- Resources needed to do the job
- Overall happiness

The survey will also include a few open-ended survey items which will help illustrate the employee opinions and identify themes:

- ♦ What are the best things about working at the Department
- ♦ What management changes would you like to see at the Department
- ♦ Evaluation of how the Covid-19 situation was handled and what management could have done differently.

We will work with a Department-designed liaison on all survey-related communications necessary to motivate staff to participate to help obtain the highest possible participation.

As requested in the RFP, we will be responsible for:

- ♦ Conducting preliminary research and interviews to determine the appropriate topics to survey.
- ♦ Designing and preparing the survey instrument.
- ♦ Disseminating surveys and collecting completed surveys.
- ♦ Performing data analysis of the surveys returned and reporting survey results by demographic groupings.
- ♦ Where appropriate, making recommendations for organizational changes or programs based upon survey findings.

Task 16.0: DRAFT REPORT, EDITING, AND FINAL REPORT

16.1 Develop draft report and executive summary

16.2 Review draft with City liaison and relevant City staff

16.3 Edit up to three drafts of findings per comment received

16.4 Finalize and delivery final report and presentation

Project Assumptions

Our work plan and proposed fee for this project were developed with key assumptions about the project. Changes to these assumptions may impact our method and fee. We welcome the opportunity to meet with the City to review these assumptions, validate or adjust these assumptions based on more complete information, and adjust the work plan.

- ◆ The narrative description of work above is accompanied by a detailed work plan in table format. That latter document shows effort levels and timing of tasks. The two documents go together.
- ◆ The City will designate a Project Officer for this project. This person will function as the primary point of contact for the project, and coordinate and facilitate the flow of information and communication between the City, key stakeholders, and MGT.
- ◆ At the kickoff meeting we will provide a project workplan. Subject to City approval, that document will govern the scope of work for this project. It may be amended subject to the mutual agreement of the City and MGT.
- ◆ The City Project Officer will ensure that comments on draft documents are consolidated into a single document and any conflicting comments are reconciled before delivering the comments to MGT.
- ◆ MGT will have access to and cooperation and participation by staff and management. MGT expects to have reasonable, timely access to City personnel and data. If the City stops the project for any reason, MGT will be due all fees for services performed to date.
- ◆ If necessary, meeting facilities will be arranged for and used at the expense of the Air District. The City will provide requested documents at its own expense.
- ◆ All costs and other data provided by the City will be considered accurate and valid for MGT's use.

I. Proposal

Project Schedule

The work should take approximately **six months**. This allows adequate time for delays in obtaining required data and opportunities for thoughtful review. One of the greatest challenges to timeliness is having to go through numerous draft reviews. We prefer to allow more time for your reviews so that you do not feel rushed, resulting in requests for changes to later drafts that might have been flagged sooner. Our project team is experienced in presenting this type of information.

A breakdown of tasks and deliverables is provided below.

#	Task	Consultant					Total	City	Month						
		Project Manager (Cowans)	Senior Staff (Carpenter)	Manager (Swendig)	PSPA	Staff (Parks, King)			1	2	3	4	5	6	
1	Project Management	8.00	2.00	2.00			12.00	6.00							
	a	Calls for project logistics and data request													
	b	Project planning discussion with project steering committee					-								
		Review and confirm baseline work plan					-								
		Confirm protocols for deliverables, draft reviews, deliverable acceptance criteria, project communication, and invoicing													
		Discuss potential peers for comparison													
	c	Status reports and project financial management													
2		Is there a clear mission statement with relevant metrics?	4.00	9.00			13.00	12.00							
	a	Interview PD&S leadership and Council to check:					-								
		Do values align with the mission statement?													

I. PROPOSAL

#	Task	Consultant						Month						
		Project Manager (Cowans)	Senior Staff (Carpenter)	Manager (Swendig)	PSPA	Staff (Parks, King)	Total	City	1	2	3	4	5	6
	Are there metrics, key performance indicators (KPIs), or objectives and key results (OKRs) that monitor results associated with goals?						-							
	How well do staff understand the mission and metrics?						-							
	b Develop narrative summary of interviews						-							
	c Review narrative summary with City liaison						-							
	d Additional research and edits to complete this report section						-							
3	Critique the organization structure	8.00		27.00			35.00	21.00						
	a Interview a selection of supervisors and staff to ask:													
	Does the organization structure support the mission?						-							
	When you collaborate with staff in other units, are your priorities in sync?													
	Are there duplications of effort or gaps in responsibility?						-							
	Span of control: is authority delegated close to where decisions are made?						-							
	Are there lessons from peers that would improve the org structure? (draws on consultant experience)													
	b Develop narrative summary of interviews						-							
	c Review narrative summary with City liaison						-							
	d Additional research and edits to complete this report section						-							
4	Are staffing levels scaled to workload?	4.00		8.00			48.00	60.00	6.00					
	a Consultant to explain how to complete template on capacity vs workload						-							
	b Department to complete staffing template						-							

I. PROPOSAL

#	Task	Consultant					Total	City	Month						
		Project Manager (Cowans)	Senior Staff (Carpenter)	Manager (Swendig)	PSPA	Staff (Parks, King)			1	2	3	4	5	6	
	c	Select a handful of peer agencies and a few key workload metrics to compare workload per worker						-							
	d	Survey peers						-							
	e	Discuss findings with City and perform additional research as needed						-							
5	Peer Review		2.00	2.00	6.00		55.00	65.00	4.00						
	a	Confirm peers to survey and request City to ask for their cooperation with the study.						-							
	b	Develop and review with City liaison the questions for peer comparison													
	c	Peer review of similar program structures and functions						-							
	d	Review findings with City liaison and resurvey as needed						-							
6	Review staff qualifications and career development			32.00			8.00	40.00	24.00						
	a	Discuss how the department identifies required qualifications													
	b	Discuss how well staff qualifications align with needs													
	c	What opportunities exist for staff to obtain experience and credentials for career advancement?													
	d	Work with staff to redline current job descriptions for differences between status quo and departmental needs													
	e	Develop narrative summary of findings													
	f	Review narrative summary with City liaison													
	g	Additional research and edits to complete this report section													
7	Assess leadership efforts of management						168.00	168.00	60.00						
	a	Interview supervisors, staff, and selected staff from City Manager's Office, addressing the topics listed in the RFP's scope section													

I. PROPOSAL

#	Task	Consultant					Total	City	Month						
		Project Manager (Cowans)	Senior Staff (Carpenter)	Manager (Swendig)	PSPA	Staff (Parks, King)			1	2	3	4	5	6	
	Do staff know what is expected?														
	What evidence is there of accountability for expectations?														
	Are mistakes tolerated as learning experiences?														
	How do supervisors develop their staff?														
	How well do staff learn to balance between effective enforcement of codes and a customer-friendly style?														
	How do supervisors discuss management to learn from each other and create an equitable environment?														
	Is there a succession plan , including mitigation strategies for unexpected sudden vacancies?														
	b Debrief with department and City liaison														
	c Develop narrative summary of interviews														
	d Review narrative summary with City liaison														
	e Additional research and edits to complete this report section														
8	Policies and procedures	4.00	20.00			8.00	32.00								
	a Interviews to ask what problems or vulnerabilities are key challenges for policies and procedures														
	How does the department update policies and procedures, and are there specific instances where that may have avoided other problems?														
	Is there a protocol to learn of good ideas or best practices from peers?														
	How does the department manage the use of consultants for special projects and staff augmentation?														
	b Debrief with department and City liaison														
	c Develop narrative summary of findings														

I. PROPOSAL

#	Task	Consultant					Total	City	Month						
		Project Manager (Cowans)	Senior Staff (Carpenter)	Manager (Swendig)	PSPA	Staff (Parks, King)			1	2	3	4	5	6	
	d	Review narrative summary with City liaison													
	e	Additional research and edits to complete this report section													
9	Customer service orientation		6.00		40.00		46.00								
	a	Interviews to understand:													
		Is there a shared understanding of customer service expectations or does each person interpret this individually?													
		How do staff manage timeliness, including delivery of complete sets of comments (as opposed to piecemeal)?													
		To what degree is customer service the subject of training and sharing of what has and has not worked?													
		Do managers get regular customer contact?													
		Is there positive reinforcement/recognition of good customer service?													
	b	Debrief with department and City liaison													
	c	Develop narrative summary of findings													
	d	Review narrative summary with City liaison													
	e	Additional research and edits to complete this report section													
10	Communication		2.00	12.00			14.00	7.00							
	a	Interviews and review of permitting systems to assess:													
		How effective is collaboration between reviewers inside and outside of the department?													
		How does the department keep applicants aware of status?													

I. PROPOSAL

#	Task	Consultant					Total	City	Month						
		Project Manager (Cowans)	Senior Staff (Carpenter)	Manager (Swendig)	PSPA	Staff (Parks, King)			1	2	3	4	5	6	
	How is interaction with staff and elected officials managed?														
	b Develop narrative summary of findings														
	c Review narrative summary with City liaison														
	d Additional research and edits to complete this report section														
11	Budget Review	6.00					6.00	2.00							
	a Interviews for prior tasks will cover this topic														
	b Develop narrative summary of findings														
	c Review narrative summary with City liaison														
	d Additional research and edits to complete this report section														
12	How is diversity of staffing accomplished?		5.00				2.00	7.00	3.00						
	a Review HR records and compare to Census data to assess how the diversity of staff matches the diversity of the community														
	b Discuss with HR how diversity factors into recruiting and where the city recruits														
	c Develop narrative summary of findings														
	d Review narrative summary with City liaison														
	e Additional research and edits to complete this report section														
13	Is the department managing strategically?	8.00		8.00			16.00								
	a Interviews to explore:														
	Is there a shared understanding of strategy, and who sets it?														
	Is the zoning code in sync with the comprehensive plan?														

I. PROPOSAL

#	Task	Consultant					Total	City	Month						
		Project Manager (Cowans)	Senior Staff (Carpenter)	Manager (Swendig)	PSPA	Staff (Parks, King)			1	2	3	4	5	6	
	How does the department decide and communicate priorities?														
	How do development trends compare to similar Florida cities?														
	Is the city ready for the Tropicana redevelopment?														
	b Develop narrative summary of findings														
	c Review narrative summary with City liaison														
	d Additional research and edits to complete this report section														
14	Is the department managing environmental risk?	2.00		16.00			18.00								
	a Interviews to assess:														
	Are environmental risks assessed in zoning and plan review?														
	Have applications been returned for revision to address these risks?														
	How are applicants informed of expectations?														
	b Develop narrative summary of findings														
	c Review narrative summary with City liaison														
	d Additional research and edits to complete this report section														
15	P&DS Confidential Employee Survey				144.00		144.00	50.00							
	a Discuss with City how much respondent demographic data to use in survey														
	b Discuss with City the questions to include														
	c Work with City to develop survey communication info														
	d Distribute survey and instructions														
	e Tally responses														

I. PROPOSAL

#	Task	Consultant					Total	City	Month						
		Project Manager (Cowans)	Senior Staff (Carpenter)	Manager (Swendig)	PSPA	Staff (Parks, King)			1	2	3	4	5	6	
	f	Discuss with City how to interpret responses													
	g	Develop narrative summary													
	h	Edit narrative summary per City comments													
	i	Finalize report section													
16	Draft Report, Editing, and Final Report		5.00	5.50	25.00		21.00	5.00							
	a	Develop draft report and Executive Summary					-								
	b	Review draft with City liaison and relevant City staff					-								
	c	Edit up to three drafts of findings per comments received					-								
	d	Finalize and deliver final report and presentation					-								
Total Hours			59.00	87.50	132.00		312.00	142.00	732.50	200.00					

J. Price Proposal

Appendix B Fee Summary

Contractor's fees are as follows:

Table 1: Fee Schedule	
Description	Fixed Fee
Management Evaluation – P&DS Department Total: Base Scope of Services	\$ 142,170
Employee Survey - P&DS Department	\$ 27,360
GRAND TOTAL	\$ 169,530

1. **Hourly Rates** - Table 2 must contain all hourly rates for Offeror's personnel used to determine fees in Table 1. Offeror must include the estimated number of hours for each discipline and calculated totals.

Table 2: Hourly Rates			
Title/Service	Hourly Rate	Est. Hours	Total
Project Manager	\$ 320	59 hrs.	\$ 18,880
Senior Staff	\$ 300	87.5 hrs.	\$ 26,250
Manager	\$ 235	132 hrs.	\$ 31,020
Staff	\$ 185	142 hrs.	\$ 26,270
PSPA (subconsultant)	\$ 190	312 hrs.	\$ 59,280
GRAND TOTAL			\$ 161,700

2. **Other Costs** - Table 3 must contain all other costs used to determine fees in Table 1. Offeror must include the expense description, estimated annual quantity, estimated cost for each service and expense and total.

Table 3: Other Costs			
Description	Qty.	Unit Price	Total
Air fare and ground transportation	6	\$ 485	\$ 2,910
Rental car & fuel	8	\$ 65	\$ 520
Lodging & meals	16	\$ 275	\$ 4,400
GRAND TOTAL			\$ 7,830

K. Acceptance of Base Agreement

MGT has no exceptions to the Professional Services Agreement, specifications, or other requirements listed in this solicitation.

NATIONAL FIRM LOCAL FOCUS

Alabama

Birmingham

Arizona

Phoenix

California

Sacramento

Riverside

Carlsbad

Florida

Tampa HQ

Georgia

Savannah

Atlanta

Alpharetta

Illinois

Chicago Metro

Indiana

Gary

Michigan

Bay City

New York

NYC

North Carolina

Raleigh

South Carolina

Columbia

Tennessee

Nashville

Texas

Dallas

Austin

San Antonio

Houston

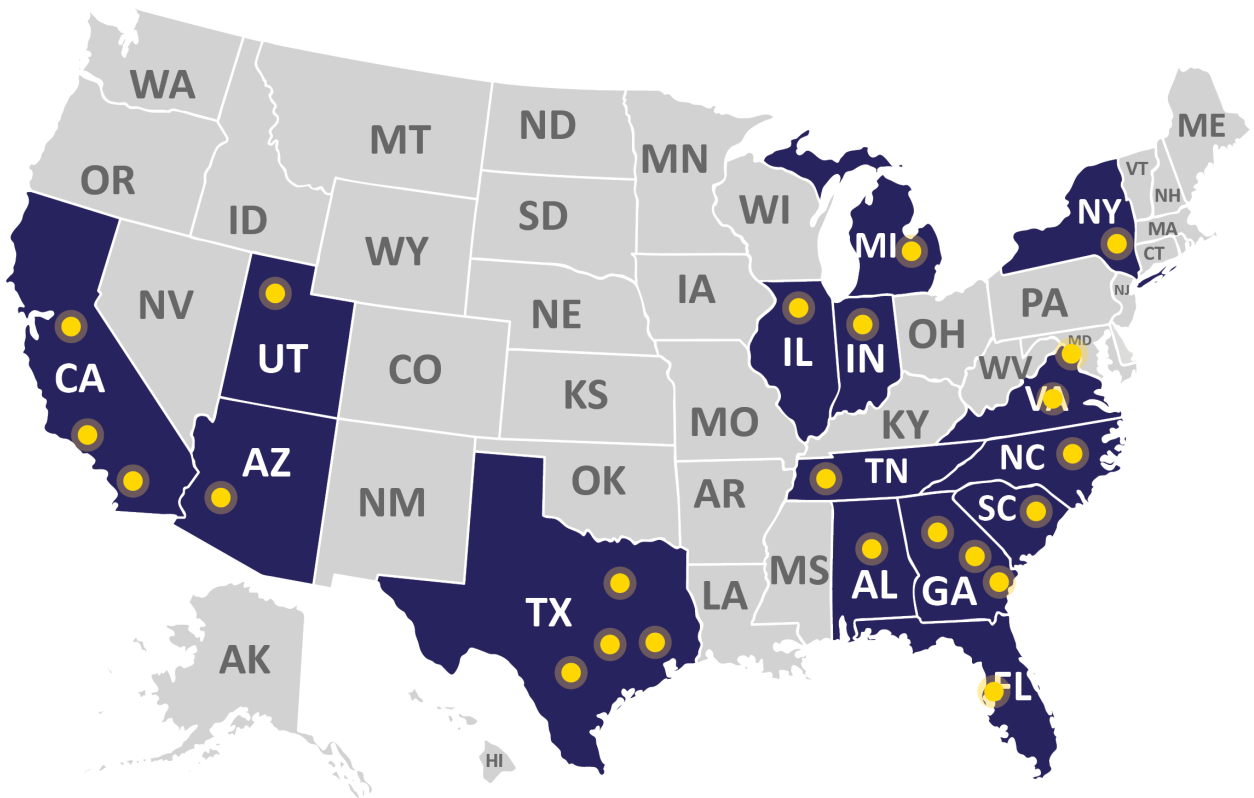
Utah

Salt Lake City

Virginia

Richmond

Washington, D.C.



MGT

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