

ORIGINAL

FEBRUARY 8, 2018

RFQ #CMGR-180051-GD



SUBMITTED BY:

MR. BRANDON LEDFORD
VICE PRESIDENT, HUMAN CAPITAL

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MANAGEMENT CONSULTING (NON-CONSTRUCTION)



February 6, 2018

Ms. Gayle Dykeman, Senior Buyer
Procurement Division, City of Gainesville
200 East University Avenue, Room 339
Gainesville, Florida 32627

Dear Ms. Dykeman:

MGT Consulting Group (MGT) is pleased to present this proposal to the City of Gainesville to provide Management Consulting (Non-Construction) in response to RFQ #CMGR-180051-GD.

MGT Consulting Group is comprised of MGT of America Consulting, LLC and Strategos Public Affairs, LLC. The merger between the two companies represents unparalleled expertise in public sector operations, management, public relations, marketing, and community engagement and facilitation. MGT was established in 1974 by a group of former public sector employees to provide management consulting services to assist state and local governments clients operate more efficiently, effectively, and with more accountability to the communities they serve.

To offer the City the best possible team members for this project, we have invited long-time strategic partner, Pay and People Consulting, LLC (PPC) to join us. Ms. Linda Ulrich, President and Managing Director and Mr. Garrett Ulrich, Managing Director, both have extensive experience working with human resources, performance management, and leadership programs as consultants and as in-house HR executives.

MGT's proposal provides the City with related firm qualifications, key personnel experience, and a work plan to provide services in response to Areas 1, 2, 4, and 5 that exceeds expectations.

- ✓ **Experience.** MGT has conducted hundreds of relevant studies in Florida, which means we are *familiar and knowledgeable of relevant Florida statutes and laws*. Further, many of our clients are repeat clients, attesting to our desire to work with each client to create a lasting bond that ensures their success over time.
- ✓ **Best Practices Comparisons.** MGT offers the City with an extensive experience base to identify exemplary management practices from which you will benefit. This experience gives us not only a ready reference point for the City's projects, but also provides us with practices that have been proven successful in other organizations. This knowledge is of significant value when we design recommendations for improvements.
- ✓ **Sound Findings and Recommendations.** In our experience, most major improvements in government operations require bold thinking. Our team members do not hesitate to question existing organizational structures, programs, policies, rules, statutes, operations, work processes, and staffing patterns. Nor are they afraid to make sound recommendations for improvements which produce real, not just on paper, savings.





- ✓ ***Assistance in the Implementation of Recommendations.*** We simply do not leave the client with a “report” and a plethora of recommendations. MGT will assist the City in developing, implementing, and sustaining requested services. We create detailed implementation strategies for implementing recommendations and work with each client to achieve the implementation process.
- ✓ ***Objectivity and Flexibility.*** As an independent entity, our only vested interest is that of the client; therefore, we will apply our extensive experience to generating objective independent solutions to assist the City. In addition, we will be receptive to any comments or concerns from the City and will accommodate any changes necessary to ensure the completion of a valid and responsive final report.

Thank you for the opportunity to submit a proposal to the City of Gainesville. Should you have questions on any aspect of this proposal, please contact **Mr. Brandon Ledford**, MGT’s designed project director, at **bledford@mgtconsulting.com** or **814.312.1055**.

Kind regards,

Fred Seamon, Ph.D.
Executive Vice President

CITY OF GAINESVILLE

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I. PROJECT UNDERSTANDING AND APPROACH

..... ABOUT MGT CONSULTING GROUP

MGT, a Florida-based LLC, was established in 1974 in Tallahassee, Florida, and has been in continuous business since then. MGT delivers a diverse range of services to a variety of public sector organizations and nonprofit groups.



With over 70 full-time professionals, some of whom are nationally recognized expert researchers, we have the internal capacity and ability to augment our team with other equally qualified staff, if needed on this project. Our proposed team comes from professional educational and human resources backgrounds, and have a combined history of performing relevant studies for more than 50 years. MGT's success is based upon our commitment to be flexible and responsive.



MGT's client base includes:

- **Cities**, counties, and other local government entities.
- School boards, school districts, state education departments, universities, colleges (both four- and two-year), governors' offices, blue ribbon committees, legislatures, and Boards of Regents.
- State and federal agencies.
- Special districts.
- Health and human services organizations.
- International entities, including government ministries and non-governmental organizations.



MGT has conducted hundreds of human resources and organizational design studies and provided project management and leadership for cities, counties, school districts, and higher education institutions in **Florida** and around the country. We are acutely aware of the political, economic, social, and technological environments of today's education systems. We have successfully delivered more than 8,800 projects through a careful balance of addressing the immediate needs of our clients, while maintaining the vision and direction towards their long-term goals and monitoring industry best practices.



Major services provided by MGT include:

- Compensation and classification studies
- Costing services
- Disparity studies
- Human resource studies
- K-20 education consulting
- Management/organizational efficiency studies
- Performance reviews and audits
- Program evaluation
- Program review and implementation
- Strategic planning
- Workforce development studies

I. PROJECT UNDERSTANDING AND APPROACH



PROJECT UNDERSTANDING

MGT Consulting understands the City of Gainesville is requesting a Statement of Qualifications from Management Consulting organizations who are interested in assisting the City to become a more citizen-centered city.

Specifically, the City is seeking consultants with demonstrated expertise and knowledge in one or more of the following management areas:

- ◆ Area 1 – Organizational Design
- ◆ Area 2 – Human Resource Policy
- ◆ Area 3 – Technology (Information, Data Collection, Citizen Engagement, etc.)
- ◆ Area 4 – Project Management
- ◆ Area 5 – Leadership
- ◆ Area 6 – Executive Coaching

As you will see throughout the proposal, MGT Consulting Group has demonstrated expertise and knowledge, with past projects to prove it, in the areas of Organizational Design, Human Resource Policy, Project Management, and Leadership.

OUR PHILOSOPHY

We work with our clients to understand their needs and issues, and to support and partner with them on each engagement to determine the best solution. Our philosophy is to:

- ◆ Provide strategy consulting based on your culture and our knowledge of best practices and our experience.
- ◆ Conduct needs assessments and project goals and timelines to meet your expectations.
- ◆ Analyze competitive data to support recommendations.
- ◆ Prepare quantitative evaluation and measurement tools to determine the effectiveness of programs.
- ◆ Model “what if” scenarios as needed.
- ◆ Plan and assist on Implementation including developing training programs as needed.

We pride ourselves on establishing a relationship with our clients as trusted advisors rather than providing you with just an end-product. Thus, we are available for the following year should any questions or issues come up related to the engagement or implementation.



PROJECT APPROACH

Based on previous engagements we have conducted, we suggest the following methodology for each project:

1. Analysis of Your Current State.
2. Determination of Your Future State.
3. Recommendations, Roadmap, and Roadblocks.

While individual projects will vary in breadth (e.g. organizational design for the leadership team versus a function or organization), we have found that this three-pronged approach leads to a successful engagement.

I. ANALYSIS OF YOUR CURRENT STATE

For this phase, we will conduct interviews with a several key leaders for the appropriate area to understand what is and isn't working. These interviews are generally conducted in person and last about 45-60 minutes depending on the issue. If the leaders are not available, the interview can be conducted by phone. A general line of questions can be provided in advance if necessary.

We also suggest conducting a short survey of a cross-section of stakeholders (MGT's Management Information Survey) to solicit input and concerns. This is an online survey, which takes about 15 minutes to complete. We find that engaging stakeholders at the outset, provides greater acceptance of the final product and allows us to address issues upfront rather than at the back-end. We summarize these results in a Management Information Paper (MIP), which we will discuss with you and provide as part of our Final Report.

2. DETERMINATION OF YOUR FUTURE STATE

For this step, we will use the MIP assessment from the prior step in combination with best practices and our previous experience. We will discuss with you whether competitive information from several peer organizations would be beneficial and we may suggest conducting a brief survey of a small sample of peers (e.g., 4 or 5). Should a survey be conducted, we would provide you with a summary of this information and discuss the results with you.

We will aggregate this information and prepare a summary outlining a potential Future State which we will discuss with you and modify as needed.

3. SUMMARY OF RECOMMENDATIONS INCLUDING A ROADMAP FOR IMPLEMENTATION AND POSSIBLE ROADBLOCKS

At this point, we will prepare a set of recommendations based on the analysis we have conducted in the above steps. We will identify a roadmap for how you will get to your end goal and include possible roadblocks or issues. We will discuss all this information with you and modify it as needed.

We can assist you in implementation including identifying additional services or vendors you might need (e.g., technology products). We will work with you as a partner discussing when work will be conducted internally by the City or by us. We will provide you with a Final Report for each project we conduct.

I. PROJECT UNDERSTANDING AND APPROACH



The following is an outline for each of the project areas the City has identified and to which we are responding. Depending on the City's needs, we will prepare a statement of work outlining the issue, a detailed approach offering options based on best practices, and a summary of all findings in a formal report.

PROJECT AREAS

AREA 1: ORGANIZATIONAL DESIGN

Projects in this area can vary widely. Typically, these projects involve a redesign of a function such as administration, HR, or the leadership team, although a project can include a review of the entire organization. Frequently, larger studies focus on organizational or management principles such as the number of levels (vertical) in the organization or span of control (horizontal) for managers. It may focus on establishing guidelines for management levels and titles through developing profiles for specific management levels (e.g., supervisor, manager, director) and reviewing the organization for potential modifications.

AREA 2: HUMAN RESOURCE POLICY

Generally, projects in this area focus on a review of all formal organizational policies, handbooks, and policy exceptions with recommendations based on best practices. However, the City may need a more focused review of specific policies and procedures such as grievance procedures, remote workers policies, or sexual harassment. We would use information that we have in our survey library or we can discuss with you whether a new survey of specific local peers is necessary for each project.

AREA 4. PROJECT MANAGEMENT

Project Management includes managing projects for which we have accountability, but it may also involve managing other vendors the City has identified for a proposal or for a specific project (e.g., implementation of a new technology, such as a new HRIS system). In this case, our detailed project plan will identify owners for each step/action and we will work with them to ensure timely response and quality product.

AREA 5: LEADERSHIP

Leadership typically involves:

- ◆ Developing leadership competencies and core values.
- ◆ Establishing a succession and development planning process for identifying leaders within an organization potentially including succession plan development.
- ◆ Reviewing/developing performance management programs.
- ◆ Creating a development plan outline for each leader for their subordinates.
- ◆ Training staff on new programs.
- ◆ Reviewing leadership with potential for a 360 assessment wherein employees provide feedback on their managers.

I. PROJECT UNDERSTANDING AND APPROACH



We would work with you to identify what specific needs the City has and what methodology would best address that issue.

GENERAL TIME FRAME

Table 1 presents an estimated number of weeks to complete major work tasks of a project. Please be aware, the time frame for each project will vary based on the final tasks and requirements of the specific projects.

Table 1. General Time Frame

WORK TASK	ESTIMATED WEEKS TO COMPLETE
Project Initiation	3 Weeks
Survey Development and Results	8 Weeks
As Is Assessment	12 Weeks
Future State Assessment	12 Weeks
Train Leadership	12 Weeks
HR Policy Development	8 Weeks
Project Management Review	12 Weeks
Develop Report and Present Recommendations	16 Weeks

PAY AND PEOPLE CONSULTING, LLC

In order to provide a more robust, experienced team to the City, MGT is collaborating with Pay and People Consulting, LLC (PPC). PPC is a woman-owned enterprise that offers rewards and HR consulting for public, private, and tax-exempt organizations of all sizes.

PPC assists clients in developing strong human resources (HR) programs that attract, retain, and motivate high caliber employees who in turn will help to achieve outstanding results. They collaborate with clients to create effective and dynamic work environments through strategic HR programs and systems. Specifically, PPC:

- ◆ Engages employees and supporting business executives through strategic HR programs.
- ◆ Links compensation and total rewards programs to individual and business performance.
- ◆ Enhances morale, productivity, and performance through effective coaching solutions for all levels of the organization.

2. PROPOSED PROJECT STAFF

The success of a consulting engagement depends on the qualifications of the project team. The unique characteristics of the proposed MGT staff include the team's successful history and expertise in conducting similar studies for a wide variety of clients across the nation.

MGT team members . . .

- . . . are experienced staff members who are organized and ready to begin work immediately upon execution of a contract.
- . . . are thoroughly familiar with each of the specified areas identified in the RFQ and have a detailed understanding of and expertise in conducting similar studies.
- . . . adhere to a detailed work plan and schedule specifically designed for conducting quality studies that clearly assigns responsibilities and reporting dates for each major activity.
- . . . have worked together on projects for other public sector clients and have a track record of collaborating effectively and thoroughly understanding the unique problems, challenges, and issues Florida public sector clients face.
- . . . are organized and ready to begin projects immediately upon authorization to do so.

Each member has a wide range of project experience working with public sector clients with many of them Florida clients. In addition, MGT's extensive national best practices database and other vital resources are available to each team member to ensure quality services. Resumes for proposed staff are provided on the following pages.

2. PROPOSED PROJECT STAFF



BRANDON W. LEDFORD, MMP, PMP

Vice President, Human Capital Solutions Group
MGT CONSULTING GROUP

Mr. Ledford is responsible for driving the growth and execution of MGT's human capital and resource consulting services, which include classification and compensation/salary studies, policy and procedure development, organizational reviews, and best practice research. For over ten years, he has assisted global clients in all industries with human capital, public policy, management consulting, revenue performance management, strategy, business transformation, data analytics, and strategic communications. Prior to joining the MGT leadership team, he was the Vice President overseeing the Human Resources and Policy and Compliance departments of a global technology company and has been a consultant for both Booz Allen Hamilton and Deloitte. Mr. Ledford also has interned for the U.S. Supreme Court and White House Office of Science and Technology Policy. He holds a Master of Public Policy from George Mason University's School of Public Policy, a Bachelor of Arts from the Pennsylvania State University, is a certified Project Management Professional (PMP), and is earning an Innovation and Entrepreneurship Certificate from Stanford.



AREAS OF EXPERTISE

Human Capital

Business Transformation

Data Analytics

Public Policy

Strategic Communications

Strategy

EDUCATION/CERTIFICATIONS

M.P.P., Health Policy, Science and Technology Policy,
George Mason University, 2011

B.A., Comparative Literature, Latin, The Pennsylvania
State University, 2006

Innovation and Entrepreneurship Certificate, Stanford
University, 2018

Project Management Professional (July 2013 – Present)

Lean Six Sigma Yellow Belt (August 2012 – Present)

HONORS

The Horatio Alger Scholarship, 4 consecutive years

Martha V. and Walter A. Pennino Endowed Scholarship

American Cancer Society Champion College
Scholarship

Carolyn's Compassionate Children Scholarship

The Harry W. Klinger University Scholarship, 4
consecutive years

The Brandon Ledford Scholarship

RELEVANT PROJECT EXPERIENCE

Centre Area Transportation Authority, PA | Classification
and Compensation Study

**City of Apopka, FL | Classification and Compensation
Study**

Florida Atlantic University | Performance Review

**Florida Development Disabilities Council | Classification
and Compensation Study**

Lancaster County, SC | Classification and Compensation
Study

North Carolina Education Lottery | Compensation and
Classification Study

**Santa Fe College, FL | Classification and Compensation
Study**

WORK EXPERIENCE

MGT Consulting Group, Vice President, Human Capital Solutions Group, September 2017-Present

Global Convergence, Inc., Vice President, Revenue Performance Management, former Chief of Staff, former Director of Policy and Compliance, 2014-July 2017

- Built and led the Human Resources, Revenue Performance Management, and Policy and Compliance departments as a member of the Executive Team.
- Managed global operational strategy and all aspects of data analytics and reporting of the following:
 - Human Capital: Compensation Analysis, Performance Planning and Review, Organizational Change
 - Revenue and Profit Performance
 - Sales Quote Requests

2. PROPOSED PROJECT STAFF



BRANDON W. LEDFORD, MMP, PMP

Vice President, Human Capital Solutions Group
MGT CONSULTING GROUP

- Cross-Selling Opportunities
- Deal Reviews
- Sales Pipeline
- Expense Management and Return on Investment (ROI)
- Sales and Operational Forecasting
- Mergers and Acquisitions
- Policy and Compliance
- Developed and implemented strategic initiatives, new business opportunities, and product development for Senior Leadership.

Deloitte Consulting, LLP, Consultant, 2012-2014

- *Samples of relevant clients include United States Postal Service, United States Postal Inspection Service, 3D Systems.*
- Supported internal 3D Printing / additive manufacturing consulting offering and 3D Systems alliance by gathering information from key areas, assessing operations and the market, and developing and recommending new business opportunities to achieve project objectives and present recommendations to senior leadership of Disney, Nike, L'Oréal, Deloitte, and others.

Booz Allen Hamilton, Senior Consultant, 2011-2012

- *Samples of relevant clients include the U.S. Department of Veterans Affairs (VA) Office of Research and Development.*
- Provided direct strategic communications support.
- Led the media relations task, including managing media roundtables, which received coverage in over 20 news articles, and radio media tours, which received over 20 airings with over 10 million listeners.
- Drafted talking points, biographies, website templates, and various media relations documents for the Chief Research and Development Officer (CRADO) and staff.
- Supported the development of a comprehensive communications plan by using qualitative and quantitative approaches, such as focus groups, cognitive interviews, and surveys.
- Performed a communications audit using the Weighted Shaded Grid Analysis approach and other media tracking instruments, like LexisNexis and Google Alerts.
- Led as Knowledge Manager for Public Relations / Media Relations Community of Practice.
- Provided market research and business development for proposals for U.S. Department of Veterans Affairs (VA) and National Institutes of Health (NIH).

White House, Office of Science and Technology Policy (OSTP), Health Team and President's Council of Advisors on Science and Technology (PCAST) Intern, 2010-2011

- Organized and summarized data gathered on key topics for the Executive Office of the President (EOP), PCAST, and OSTP staff.
- Prepared and edited reports on HIT, STEM Education, Energy, and Biodiversity and Ecology for Presidential recommendations.
- Developed strategic communications for White House initiatives for tobacco cessation and health innovation.
- Created slide deck entitled, "This Generation's Sputnik Moment," which the President referenced in the 2011 State of the Union address.
- Researched legislative, executive, and judicial issues as they pertain to ongoing PCAST reports.
- Drafted articles, memos, and research boxes for PCAST reports.
- Coordinated with Federal agencies, such as HHS, DOE, USDA, EPA, and others.
- Prepared and posted meeting notes to the OSTP website and wrote the OSTP "Tweet of the Day."
- Supported senior management and staff in managing, executing, and evaluating project implementation.

George Mason University, School of Public Policy, Research Assistant, 2009-2010

- Conducted research and literature reviews of relevant topics.
- Researched civic education in undergraduate colleges and universities.

2. PROPOSED PROJECT STAFF

**BRANDON W. LEDFORD, MMP, PMP**

Vice President, Human Capital Solutions Group
MGT CONSULTING GROUP

- Interviewed multiple administrators at the University to obtain information about civic education initiatives.

Foley & Lardner, LLP, Project Assistant, 2006-2009

- Produced and analyzed materials for the Government and Public Policy group, the White Collar Crime group, and the Securities group.
- Managed complex litigation before state and federal courts.
- Maintained and created litigation databases for attorney and client use, including Summation, Concordance, and Relativity.
- Researched case law, prior depositions, motions, and rulings in preparation for filings, hearings, and depositions.
- Supported litigation attorney teams in case management, depositions, and trial preparation.

Supreme Court of the United States, Marshal's Office Intern, Summer 2005

2. PROPOSED PROJECT STAFF



NANCY STEPINA-ROBISON

Subject Matter Expert
MGT CONSULTING GROUP

Ms. Stepina-Robison has been with MGT for 19 years, and has more than 30 years of experience in administration, including human resources management, performance reviews, information technology systems, planning, state and federal government relations, and marketing. The former Vice President of MGT's Human Capital practice area, she now serves as MGT's Subject Matter Expert in compensation and classification and other HR-related studies. She also serves as a guest lecturer at the Florida State University, College of Business. Prior to joining MGT, Ms. Stepina-Robison served as Vice Chancellor for the State University System of Florida. In addition to her role in governmental relations, she was responsible for system wide classification and compensation administration, collective bargaining, and faculty relations while serving in the Florida Board of Regents Human Resources Office. She has taught courses in human resources management and labor relations at the College of Business at Florida State University, and served as a Research Associate in the Center for Employment Relations and Law.

**EDUCATION**

M.A., Labor and Industrial Relations, University of Illinois
B.S., Business Administration, State University of New York at Binghamton

PROFESSIONAL AFFILIATIONS

Association of Institutional Research
College and University Professional Association - Human Resources (CUPA-HR)
Council for Advancement and Support of Education
Florida Chamber of Commerce Human Resources Committee 2002, 2003, 2004
League of Women Voters
National Association of College and University Business Officers (NACUBO)
Rotary International
Society for Human Resources Management (SHRM)
The Human Capital Institute (HCI)

RELEVANT PROJECT EXPERIENCE

Bastrop County, TX | Classification and Compensation Study
Bedford County, VA | Pay and Classification Study
Board of Regents of the University System of Georgia | Salary and Compensation Consultant; Administrative Services Study
Brevard County, FL | School Board of Brevard County Districtwide Compensation Study
Centre Area Transportation Authority, PA | Classification and Compensation Study
Citrus County Mosquito Control, FL | Update of Pay Survey
City of Kingsport, TN | Classification and Compensation Study
Community College of Baltimore County, MD | Classification and Compensation Study; Executive Compensation Study; Human Resources Consultant Services; External Evaluation of Faculty Salary Schedule; Faculty and President's Office Salary/Position Review; Development of Performance Evaluation Tools; Review of the Department of Public Safety

Georgia College and State University | Review of Printing Services Unit
Georgia Southern University | Human Resources Consulting Services
Lancaster County, SC | Classification and Compensation Study
Montgomery College, MD | Assessment of the Office of Business Services and the Office of the President; Student Services Organization Assessment Services
New College of Florida | Pay and Benefits Study
North Carolina Education Lottery | Compensation and Classification Study
Oconee County, SC | Compensation and Classification Study
St. Louis Community College, MO | Evaluation of the Office of Human Resources; Implementation Assistance
Texas A&M University – Kingsville | Compensation Study and Recommended Plan
Texas A&M University System | Comprehensive Management Review
Texas State Technical College | System-wide Consulting Services for Classification and Compensation Study

2. PROPOSED PROJECT STAFF



NANCY STEPINA-ROBISON

Subject Matter Expert

MGT CONSULTING GROUP

Delaware Solid Waste Authority | Compensation and Classification Study Update

Florida Atlantic University | Performance Review

Florida Development Disabilities Council | Classification and Compensation Study

Florida Gulf Coast University | Presidential Compensation Assessment; Structure and Functions Assessment of the Human Resources Department; Presidential Compensation Study

Florida Office of the Attorney General | 2016 Compensation Study

Florida Polytechnic University | Analysis of Faculty Contracting Practices

Florida State College at Jacksonville | Organizational Assessment

Florida State University | Organizational Assessment

Florida Transportation Commission | Management Salary Compensation Study

Tidewater Community College, VA | Analysis and Assessment of Selected Business Practices

University of Central Florida | Assessment of Benefits Administration; Presidential Compensation Assessment

University of Hawaii System | Executive Compensation Study

University of Montevallo, AL | Classification/Compensation and Performance Evaluation Consulting; Faculty Compensation Study

Valdosta State University, GA | Job Classification and Compensation Structure for Non-Faculty Benefited Positions

Washington State Board for Community and Technical Colleges | Faculty and Administrator Salary Study; Update of 2008 Comparative Compensation Analysis Study

York County, SC | Classification and Compensation Study; Update; Pay Grade Evaluation of Select Positions

2. PROPOSED PROJECT STAFF



SHEENA HORTON, PMP

Consultant

MGT CONSULTING GROUP



Ms. Horton is a certified Project Management Professional (PMP) and has significant experience conducting classification and compensation studies, survey administration, program/performance evaluations, needs assessments, quality assurance and efficiency reviews, market research, organizational reviews, and program/service realignments. Her primary responsibilities include managing projects, giving presentations, obtaining and analyzing data, and developing recommendations and reports. Ms. Horton has strong project management, organizational, and analytical skills, and significant experience in written communications and research. Ms. Horton strengths are in evaluating and improving program services through research, evaluation, effective training, and knowledge dissemination. She is trained in qualitative and quantitative research and analysis, ethnographic research, and program evaluation. Her primary responsibilities include obtaining, compiling, and analyzing position information and data for human resource assessments and assisting in project management and organization. Ms. Horton currently serves on the Southeast Evaluation Association's Board as President and Outreach Chair.

EDUCATION

M.S., Criminology and Criminal Justice, Florida State University, 2008

B.A., Sociology with a concentration in Criminology, English, University of North Carolina-Greensboro, 2004

RELEVANT PROJECT EXPERIENCE

Anderson County School District Five, SC | District-wide Compensation and Staffing Study

Bastrop County, TX | Classification and Compensation Study

Bedford County, VA | Pay and Classification Study

Brevard County, FL | School Board of Brevard County Districtwide Compensation Study

Centre Area Transportation Authority, PA | Classification and Compensation Study

Chester Metropolitan District, SC | Total Compensation Study

City of Apopka, FL | Classification and Compensation Study

City of Kingsport, TN | Classification and Compensation Study

City of Portsmouth, VA | General Employees' Pay Study, Phase I & II

Clark College, WA | Classification and Compensation Study

Corning Community College, NY | Compensation Study and Organizational Review

Delaware Solid Waste Authority | Classification and Compensation Study

Fairfield County School District, SC | Classification and Compensation Study

Florida Atlantic University | Performance Review

Florida Department of Juvenile Justice | Staffing Study

PROFESSIONAL AFFILIATIONS

American Evaluation Association, 2011–Present
Carolinas Chapter of the Society for Human Resources Management (SHRM)

Eastern Evaluation Research Society, 2014–Present

Southeast Evaluation Association, 2001–Present

Kennesaw State University, GA | Faculty Salary Update; Salary Survey of Ranked Faculty Members

Kerr County, TX | Compensation and Classification Study

Lancaster County, SC | Classification and Compensation Study

Maricopa County Sheriff's Office, AZ | Internal Affairs Staffing Study

Montgomery College, MD | Assessment of the Office of Business Services and the Office of the President; Student Services

North Carolina Education Lottery | Compensation and Classification Study

Northeast Iowa Community College | Non-Faculty Classification and Compensation Study

Oconee County, SC | Compensation and Classification Study

Oregon Institute of Technology | Faculty Compensation Study

Santa Fe College, FL | Classification and Compensation Study

State College of Florida – Manatee-Sarasota | Compensation Study for Faculty and Staff

Texas A&M University – Texarkana | Classification and Compensation Study

Texas A&M University System | Comprehensive Management Review

Texas Southmost College | Market Surveys and Evaluations

2. PROPOSED PROJECT STAFF



SHEENA HORTON, PMP

Consultant

MGT CONSULTING GROUP

Florida Development Disabilities Council | Classification and Compensation Study

Florida Lottery | Classification and Compensation Study

Florida Office of the Attorney General | 2016 Attorney Compensation Study

Florida Polytechnic University | Analysis of Faculty Contracting Practices; Research and Analysis

Florida State College at Jacksonville | Organizational Assessment

Florida Transportation Commission | Management Salary Compensation Study

Gogebic County, MI | Classification and Compensation Study

Gulf Coast State College, FL | Compensation and Classification Study

Horry County School District, SC | Classification and Compensation Study

Indiana Department of Administration | School Corporation Emergency Management Services

Iowa Valley Community College District | Non-Faculty Classification and Compensation Study

Texas State Technical College | System-wide Consulting Services for Classification and Compensation Study

Thomas Edison State College, NJ | Quality Assurance Metrics Initiatives

University of Connecticut | 360 Evaluation of a Senior Administrator; 360 Evaluation of a Senior Manager

University of Hawaii System | Executive Compensation Study

University of Maine | Assessment of Athletics, Conference Services, and Collins Center for the Arts

University of Montevallo, AL | Classification/Compensation and Performance Evaluation Consulting; Faculty Compensation Study

Washington State Board for Community and Technical Colleges | Faculty and Administrator Salary Study Update; Update of 2008 Comparative Compensation Analysis Study

York County, SC | Compensation/Classification Study and Update

2. PROPOSED PROJECT STAFF



WILLIAM FIORITO

Statistical Analyst

MGT CONSULTING GROUP

Mr. Fiorito has strong project management and analytical skills and experience in written communications and research. He has experience in performing classification and compensation studies, survey design and implementation, and market research. His primary responsibilities include obtaining, compiling, and analyzing complex information and data for projects, supporting the project director with project compilation, as well as writing and editing reports.

**EDUCATION**

M.B.A., Florida State University
B.A., Philosophy, Minor in English, Florida State University

SAMPLE OF RELEVANT PROJECT EXPERIENCE

Bedford County, VA | Pay and Classification Study
Brevard County, FL | School Board of Brevard County Districtwide Compensation Study
Centre Area Transportation Authority, PA | Classification and Compensation Study
City of Apopka, FL | Classification and Compensation Study
City of Kingsport, TN | Classification and Pay Study
Clark College, WA | Classification and Compensation Study
Florida Development Disabilities Council | Classification and Compensation Study
Florida Lottery | Classification and Compensation Study
Florida Office of The Attorney General | Salary and Compensation study
Galveston County, TX | Sheriff's Office Compensation Review
Gogebic County, MI | Classification and Compensation Study
Gulf Coast State College, FL | Compensation and Classification Study

PROFESSIONAL AFFILIATIONS

Florida State University MBAA
Florida State University Cob Alumni Association
NYP, Tallahassee

Horry County School District, SC | Classification and Compensation Study
Iowa Valley Community College District I Classification and Pay Study
Lancaster County, PA | Total Compensation Study
North Carolina Education Lottery | Compensation and Classification Study
Northeast Iowa Community College | Classification and Pay Study
Oregon Institute of Technology | Faculty Compensation Study
Santa Fe College, FL | Classification and Compensation Study
South Carolina Education Lottery | Classification and Compensation Plan
Texas Southmost College | Salary Compensation Study
York County, SC | Compensation Study

2. PROPOSED PROJECT STAFF



FLOMINDA GABRIEL

Compensation Analyst
MGT CONSULTING GROUP

Ms. Gabriel has been with MGT for 14 years. During that time, she has served as a key team member on a wide range of classification and compensation and related Human Resources studies. She focuses on job evaluation and classification plan updates and assists in pay plan development. Ms. Gabriel is proficient in facilitating focus groups and individual interviews to assist employees understand their common objective and to collect employee input. She has worked extensively with cities and counties, as well as the education sector.

**EDUCATION**

B.A., Sociology/Psychology, Texas Southern University
Facilitation Certification, Development Dimensions International
Human Resource Management, The University of Texas, Austin

SAMPLE OF RELEVANT PROJECT EXPERIENCE

Anderson County School District 5, SC | District-wide
Compensation and Staffing Study
Bastrop County, TX | Classification and Compensation
Study

**Brevard County, FL | School Board of Brevard County
Districtwide Compensation Study**

Burnet County, TX | Compensation and Classification Study
Centre Area Transportation Authority, PA | Classification
and Compensation Study
Chester Metropolitan District, SC | Total Compensation
Study

**City of Apopka, FL | Classification and Compensation
Study**

City of Austin, TX | Public Safety Review
City of Dallas, TX | Building Inspection Comprehensive Fee
Study

**City of Titusville, FL | Compensation and Classification
Study**

Delaware Solid Waste Authority | Classification and
Compensation Study

**Florida Department of Corrections | Agency-Wide
Operational Analysis Services**

Gogebic County, MI | Classification and Compensation
Study
Hidalgo County, TX | Step and Grade Consulting
Hillsborough County, FL | Compensation and Classification
Horry County School District, SC | Classification and
Compensation Study
Iowa Valley Community College District | Non-Faculty
Classification and Compensation Study

Kerr County, TX | Compensation and Classification Study
Maricopa Association of Governments, AZ | Protocol
Evaluation Project

**Miami-Dade County, FL | Town Hall Facilitation Sessions,
Phase 2**

North Carolina Education Lottery | Compensation and
Classification Study
Northeast Iowa Community College | Non-Faculty
Classification and Compensation Study
Oconee County, SC | Compensation and Classification
Study

**Polk County Efficiency Commission, FL | Efficiency Study
Santa Fe College, FL | Classification and Compensation
Study**

St. Louis Public Schools, MO | Comprehensive Facilities
Review
Texas A&M University – Kingsville | Compensation Study
and Recommended Plan
Texas A&M University – Texarkana | Compensation and
Classification Study
Texas Southmost College | Consulting Services for Salary
Compensation Study
Texas State Technical College | Classification and
Compensation Study for Faculty and Staff
University of Montevallo, AL | Classification,
Compensation, and Performance Evaluation
York County, SC | Classification and Compensation Study;
Job Description Updates

2. PROPOSED PROJECT STAFF



FRED SEAMON, Ph.D.

Executive Vice President
MGT CONSULTING GROUP

Dr. Seamon has extensive experience in analyzing the structure, operations, and processes of public sector organizations and nonprofit agencies. He has over 30 years of experience conducting organizational studies designed to improve overall efficiency and effectiveness of administrative, management, and service delivery systems. He is recognized as an expert in conducting work environment assessments that focus on staffing and human resource management. His experience includes providing services and technical assistance related to organizational development, program evaluation, program auditing, and performance management in local government agencies as well as state agencies and nonprofits. As a former faculty member in the Askew School of Public Administration at Florida State University, he taught graduate courses in organizational development, human resource management, performance management, and conducted executive institutes for senior management staff in local and state government.



AREAS OF EXPERTISE

- ◆ Qualitative research methods.
- ◆ Community engagement and outreach.
- ◆ Policy analysis.
- ◆ Analyzing the structure, operations, and processes of public sector organizations and nonprofit agencies.
- ◆ Conducting research studies related to diversity, equity, and disparities in education, business, and human services.

EDUCATION

Ph.D., Higher Education Administration, College of Education, Florida State University, 1976
M.S.W., School of Social Work, Florida State University, 1973
B.S., Sociology, Bethune-Cookman College, 1970
Certified Mediator, Certified by Supreme Court of Florida, #06465c

PROFESSIONAL AFFILIATIONS

American Evaluation Association
American Society of Public Administration
Florida Academy of Certified Mediators
Florida Advisory Council on Small and Minority Business Development
International Personnel Management Association
National Association of Workforce Development Professionals
National Forum for Black Public Administrators

RELEVANT PROJECT EXPERIENCE

Anderson County (TN) | Comprehensive Operational Performance Audit
Blue Cross and Blue Shield of Florida Foundation | Evaluation of the “Embrace a Healthy Florida” Initiative
City of Belle Glade (FL) | Management Study of all Departments and Operations
City of Marathon, FL | Public Involvement Strategies and Facilitation
City of North Miami (FL) Florida Fair Labor Standards Act Update
City of North Port (FL) | Comprehensive Management and Organizational Review
City of Pensacola (FL) | Review of the Small Business Enterprise Program
City of Tallahassee (FL) | Organizational Assessment of the Electric Department; Review of the Procurement

Florida Governor's Office | Merger of Three Agencies into a New Department of Economic Opportunity
Florida Gulf Coast University | EEO Training Services
Fulton County (GA) | Organizational of the Fulton County Department of Human Services
Georgia Department of Human Services | Performance Audit
Georgia State Finance and Investment Commission | Information Strategic Plan
Indian River State College, FL | Homeland Security Program Needs Assessment
Jasper County (SC) | Management Evaluation
Jefferson County (TX) | Comprehensive Performance and Management Review
Leon County (FL) | Review of Procurement Policies
Maury County (TN) | Performance Review

2. PROPOSED PROJECT STAFF
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FRED SEAMON, Ph.D.

Executive Vice President
MGT CONSULTING GROUP

Department; Work Environment Assessment of Electric Utilities
City of Tallahassee Public Transportation Agency (FL) | Organizational Work Environment Assessment
Connecticut Department of Insurance | Review and Analysis of the Consumer Affairs Division
Florida Commission on Human Relations | Management Review and Operational Analysis
Florida Department of Education | Statewide Longitudinal Data System Project Manager
Florida Division of Financial Services | Project Review and Improvement Consulting Services

Miami-Dade County (FL) | Strategic Plan; Health and Human Services Master Plan
Miami-Dade County Community Action Agency, FL | Comprehensive Community Needs Assessment
Nassau County (FL) | Community Visioning Process
Port Authority of New York and New Jersey (NY) | Performance of an Expert Professional Disparity Study
Sacramento Municipal Utility District, CA | Market Analysis Study
Saint Paul's College, VA | Economic Impact Study
St. Petersburg Housing Department and the Working to Improve our Neighborhoods Program (FL) | Review and Analysis

2. PROPOSED PROJECT STAFF



LINDA ULRICH

President & Managing Director
PAY AND PEOPLE CONSULTING, LLC



Ms. Ulrich has over 35 years of experience consulting in the areas of total rewards and general human resources, spanning both consulting firm and corporate environments. Her expertise covers the full range of rewards initiatives including broad-based employee plan design and implementation, executive compensation, total rewards assessments, performance management, job evaluation systems, retention programs, and severance strategies as well as FLSA audits and custom surveys.

Ms. Ulrich has worked with a variety of client organizations to design and implement compensation and pay for performance programs. She has extensive experience in areas such as assessing organizational and human resource issues affecting pay, developing an organization's pay philosophy with senior management, conducting competitive assessments and recommending pay strategies, designing performance measurement programs and aligning pay with performance, setting up job evaluation systems, developing variable pay programs, and managing compensation surveys and audits. In addition, she has been instrumental in developing a Total Rewards Assessment methodology and works with clients to understand their competitiveness from a pay and benefits perspective.

Prior to Pay and People Consulting, Ms. Ulrich was a Principal with Buck Consultants, a Xerox company and has held leadership roles in Compensation with MassMutual Insurance Company, Exxon/Mobil, MIT Lincoln Laboratory, and TRW. In these roles, she was responsible for designing, implementing, and managing the administration of executive and employee base salary and incentive programs.

Ms. Ulrich has written for Workspan on pay issues affecting organizations such as communicating incentive plans to achieve the greatest impact, managing a pay program with minimal merit budgets, strategizing to alleviate compression issues and regulatory issues related to tax-exempt organizations. She has been quoted in the Wall Street Journal and has spoken with several industry and professional groups such as WorldatWork, American Bar Association and IOMA. Ms. Ulrich is the author of *Money Talks: Identifying, Preventing and Alleviating Systemic Salary Compression Issues*.

AREAS OF EXPERTISE

- ◆ Total Rewards
- ◆ Performance Management
- ◆ Organization Design
- ◆ Policy Reviews
- ◆ Training & Development

EDUCATION

Graduate Studies, New York University
B.A., Foreign Languages, Georgian Court University (NJ)
Undergraduate Studies at Sorbonne and Universite De
Tours, France

PROFESSIONAL AFFILIATIONS

Society for Human Resources Management (SHRM)
Board Member – Tri-State Council
WorldatWork
MCA

RELEVANT EXPERIENCE

- Organizational Design for large function for mid-size university in PA.
- Organization Design for specific function within large county government in SC.
- Compensation and Performance Management Assessment for prestigious CT city.
- Competency development for large insurance company in ND.
- Performance Management program for large County government in PA.
- Compensation and Classification Study (multiple) for large county government in South Carolina.
- Training program for managers in specific HR areas for a private university in Florida.
- Policy review for small firm in NYC.
- Total Rewards Assessment of pay and benefits for a large regional financial institution (NJ) which had acquired several organizations with different pay and benefits mixes.
- Competitive base salary program and an incentive plan for a small technology company linking pay to the business strategy in order to focus employees on improving results and profitability in a competitive business environment.
- Pay program overhaul for a medium size communications company to align pay better with competitive practice and to operate more profitably.

2. PROPOSED PROJECT STAFF
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LINDA ULRICH

President & Managing Director
PAY AND PEOPLE CONSULTING, LLC

- Organization-wide effort to train managers to update job profiles throughout the organization; conducted a competitive benchmark assessment and developed competitive salary structure to align with multiple competitive markets.
- Variable pay program to link compensation with achievement of specific organizational initiatives designed to improve the long term financial outlook of the organization.
- Compression analysis of pharmacy related positions for major retailer across multiple size stores and geographic locations for better retention.

2. PROPOSED PROJECT STAFF



GARRETT ULRICH

Managing Director

PAY AND PEOPLE CONSULTING, LLC

Mr. Ulrich is a Managing Director of Pay and People Consulting, LLC. He has over 30 years of human resources experience in public and private companies in industries covering financial services, consumer products, hospitality, manufacturing and distribution including American Express Company, Pepsi Cola Company (Division of PepsiCo), Dun & Bradstreet Corporation, and Friendly Ice Cream Corporation.



For the past 18 years, Mr. Ulrich has held the role of Chief Human Resource Officer. In this capacity, he has extensive experience and expertise in the full range of human resources functional areas including:

- ◆ Performance management.
- ◆ Succession and development planning.
- ◆ Management organization development, coaching, and training.
- ◆ Staffing/talent acquisition.
- ◆ Employee relations.
- ◆ Compensation/performance management and benefits (Health, 401(K), pension).
- ◆ Employee litigation.
- ◆ Board of Director interface.
- ◆ Labor relations in union and non-union environments.
- ◆ HR strategy.
- ◆ Employee engagement surveys and employee recognition programs.

As a guest speaker at area colleges and universities, Mr. Ulrich has conducted seminars on leadership profiling, succession planning, career planning and team building. Additionally, he holds education, civic, and private club advisory and board positions.

EDUCATION

B.S., Psychology

Wharton Business School Executive Program

RELEVANT EXPERIENCE

Mr. Ulrich has proven results in providing leadership and direction to a human resource organization in support of a company's business goals. Some highlights include:

- Recruiting CEO's, C-Suite executives, board members, and general talent.
- Creating and implementing a strategic succession and development planning system.
- Designing and implementing a performance management program based on a top down business objective process and core competencies.
- Establishing a coaching and career planning process at all levels.
- Reducing employee relation challenges and litigation through effective employee engagement action plans and management training.
- Redirecting organizational needs based on changing business objectives.

3. QUALIFICATIONS OF FIRM

FIRM EXPERIENCE

MGT has helped public clients across the country maximize their ability to achieve and maintain a competitive edge in a constantly changing environment. We are committed to providing objective research, creative recommendations, and quality services. We are recognized as one of the nation's leading public sector consulting firms. Over 50 percent of our work is repeat business, reflecting the high level of customer satisfaction we have achieved. We offer the City the stability of a firm and team with extensive experience with these types of projects.

From its long and extensive background in public sector consulting, MGT and its proposed team bring qualifications and approaches that are especially well suited for the City's scope of services. As a result of our work in Florida and all over the nation and the extensive "hands-on" experience of our staff, we have the knowledge that will be required to conduct the City's projects.

Provided below are relevant projects most relevant to the four area's MGT is bidding on.

AREA I. ORGANIZATIONAL DESIGN

Florida State College at Jacksonville | Organizational Assessment

MGT assisted the College in conducting a review of organizational structure and management functions in its transition from a traditional community college to a state college. MGT reviewed the following: executive leadership, collegewide unit organizational structure, effectiveness of leadership in identified organizational structures, financial management policies and procedures, role of executive vice president, and financial policies relating to travel, entertainment, hospitality, and other related matters.

Florida State University | Organizational Assessment

MGT assisted the Florida State University College of Education in an assessment of administrative functions to improve upon the efficiency of these operations and to ensure appropriate staff resource utilization. MGT recommended both paper-based and computer-based resources needed to improve operations, and created job descriptions for various staff engaged in administrative operations.

California Department of General Services | Human Resources Organizational Assessment

MGT conducted an organizational assessment of the human resources (HR) functions at the California Department of General Services. The project involved reviewing the current structure of HR functions throughout the department and identifying processes and procedures that may be improved to contribute to overall service delivery. MGT consultants identified issues and concerns pertaining to the services and performance of the HR structure, assessed the organizational structure of HR operations, and developed high-level recommendations for improving HR service delivery.

Virginia Commonwealth University | Comprehensive Organizational Assessment and Improvement Review and Report of Offices of EEO/AA, Faculty/Staff Ombudsman, and Diversity

MGT assisted the University with a comprehensive organizational assessment of the Offices of EEO/AA, Faculty/Staff Ombudsman, and Diversity. The study included an assessment of workload, effectiveness, satisfaction with services, effectiveness of training efforts, staff turnover, a peer comparison of like operations, and a summary of best practices.

3. QUALIFICATIONS OF FIRM



Montgomery College (MD) | Student Services Organization Assessment Services

MGT conducted an organizational assessment of the newly established Division of Student Services. MGT established a longitudinal assessment of the prior office reorganization and provided a variety of recommendations to improve the internal and external services and communications within the reorganized structure. MGT also provided strategies for transitioning to the new organizational structure.

Florida Atlantic University | Organizational Assessment of the Office of Human Resources

MGT is conducting an organizational review of FAU's Office of Human Resources that identifies practical recommendations and will successfully implement them for strategies to streamline and improve the efficiency and effectiveness of operations and exemplary programs that can be replicated containing costs, improving management strategies, establishing and implementing management and financial controls. [current project]

Friendly Ice Cream Corporation (MA) [PPC PROJECT]

G. Ulrich established a new President position reporting to the Chairman and CEO. With the new President, reorganized staff, operations and manufacturing. Conducted organization reviews and led implementation of changes 3 times during the course of his tenure at Friendly's.

Gannon University (PA) HR Assessment [PPC PROJECT]

Gannon retained PPC to conduct an assessment of its HR function and to recommend organizational changes based on the university's needs and best practices. Among recommendations was a recommendation for a new HRIS system.

Dun & Bradstreet (NJ) [PPC PROJECT]

G. Ulrich of PPC evaluated the HR talent and structure and reorganized the HR Department to improve effectiveness. Merged four businesses under one President and consolidated the administration functions to improve cost and efficiency.

Richland County (SC) Detention Center Organizational Assessment [PPC PROJECT]

L. Ulrich of PPC conducted an assessment of the detention center and legal functions and provided recommendations for job organization and leveling.

MassMutual Financial Services (MA) [PPC PROJECT]

L. Ulrich reviewed specific functional areas to determine span of control and made recommendations to reorganize jobs based on broader levels of supervision.

AREA 2. HUMAN RESOURCE POLICY

City of North Miami (FL) | Human Resources Study

The City retained MGT to conduct a classification and compensation study that included the development of a new pay plan, job descriptions, and a performance evaluation system.

City of Pinellas Park (FL) | Human Resources Consulting

MGT conducted an assessment of hiring, assignment, and promotional practices of the City's Police Department. The project entailed targeted interviews, focus groups, and the administration and analysis of an employee satisfaction survey instrument. MGT presented a final report detailing the findings and making specific recommendations.

3. QUALIFICATIONS OF FIRM



City of West Palm Beach (FL) | Human Resources Management Review

The City contracted with MGT to assess the performance and management of its human resource function. MGT evaluated the current staff, processes, and tools in conjunction with customer satisfaction to determine the best method of improving service, quality, and productivity.

Collier County (FL) | Collier County Human Resources Audit

MGT assisted the County with a performance audit of its Human Resources Department.

Collier County (FL) | Human Resources Policy and Procedures Review

MGT conducted a review of the County's current Human Resources policies and procedures and made recommendations for improvement. MGT helped the County produce updated employee and manager manuals based on best practices. These manuals were reviewed by legal counsel to ensure compliance with local, state, and federal laws and ordinances.

Florida Atlantic University | Organizational Assessment of the Office of Human Resources

MGT is conducting an organizational review of FAU's Office of Human Resources that identifies practical recommendations and will successfully implement them for strategies to streamline and improve the efficiency and effectiveness of operations and exemplary programs that can be replicated containing costs, improving management strategies, establishing and implementing management and financial controls. [current project]

Florida Department of Community Affairs | Florida Highway Patrol Human Resource Assessment

MGT conducted a project to develop a computerized model for forecasting manpower levels for the Florida Highway Patrol. This project involved the collection and analysis of large volumes of traffic law enforcement data from more than 400 law enforcement agencies and a statistical analysis of relevant variables to be used in the model. An extensive review of the Florida Statutes was performed as part of the study. The purpose of the review was to analyze current traffic law enforcement legislation to determine authority, responsibility and operational jurisdictions of state and local agencies.

Florida Department of Insurance, Division of Rehabilitation and Liquidation

Human Resource Management Assessment

MGT assisted with the creation of a staffing plan and a new human resource management system for the Division of Rehabilitation. The project team engaged in focus groups with each business unit, created a best practice database, analyzed the organizational structure of the Division, and assessed the alternative human resource structures based on the business needs of the Division. The deliverables produced included a staffing plan, return on investment model, and manual for human resource management.

Human Resources Review

MGT conducted a review of the human resources function in the Division of Rehabilitation. The review included analyzing personnel policies and procedures, documenting human resources best practices, and designing strategies to redefine the human resources section as a service and support unit within the Division of Rehabilitation.

Human Resources Consulting Services

MGT provided guiding and planning for the Division of Rehabilitation and Liquidation in filling position vacancies. MGT updated employee job specifications, developed job descriptions, reviewed screening and interview criteria, and facilitated the hiring process for a number of vacancies within the division.

Florida Department of Management Services | Statewide Human Resources Strategic Plan

MGT developed a comprehensive Statewide Human Resources Strategic Plan for the Executive Branch of Florida Government. The project involved collecting best practice data and performing cost benefit analyses in order to

3. QUALIFICATIONS OF FIRM



produce a five-year plan for the State of Florida. MGT prepared a report designed to provide insight into the recommendations made for the strategic plan. The report was organized to make decision-making information easily accessible to the reader regardless of the level of expertise and desired use of the document. The document, by design, emphasized linkages between findings, recommendations, benchmarks, and evaluations.

Florida Gulf Coast University | Structure and Functions Assessment of the Human Resources Department

MGT conducted an assessment of the structure and functions of the University's Human Resources Department. The outcome of the study included options for various HR organizational models for a service delivery approach reflective of the growing size and complexity of the institution.

Gadsden County School Board (FL) | Human Resources Management Evaluation

The Gadsden County, Florida, School Board selected MGT to evaluate its Human Resources Management Development Program. The evaluation activities included: reviews of management training project proposals, operating procedures manuals, and prior year evaluation reports; participation in and observations of management training sessions involving principals and prospective principals; structured interviews of a sample of participants; review of participant evaluation and performance instruments and records; and development of a comprehensive evaluation report.

Orange County (FL) | Human Resources Staffing Analysis

MGT provided human resource staffing and process analysis for the County. MGT consultants reviewed current operations and processes, identified areas for efficiency improvements, and created a transition and implementation plan.

Colorado Springs School District No. 11 (CO) | Internal Audit - Human Resources Department

MGT conducted a human resources department audit, and assessed the department's internal work distribution, workload efficiencies, procedures, compliance, perceptions of the human resource department, and alignment with the District's vision, mission, and goals. The HR Department operations and transportation center (FOTC) areas reviewed were organization, workload allocations, internal processes, personnel file protocol/content standards, compliance, internal quality control, staff training, timeliness, and record keeping. The policies and procedures reviewed were recruitment, hiring, retention, termination, leave, annual evaluations, and attendance. MGT also assessed perceptions of the department from other areas of the district, evaluated services in support to schools, communications, and examined synergies between other departments especially Payroll, Benefits, and Position Control. MGT created a measurement tool (performance evaluation worksheet) to show satisfactory and unsatisfactory performance evaluations aligned with each of the workforce categories and aligned with the District's mission, vision, and goals; reported all findings and recommendations on all Statement of Need requirements; developed an action plan to implement the recommendations in priority order with corresponding timelines; and conducted surveys to monitor customer feedback.

Baltimore County Public Schools (MD) | Human Resource Training

The Baltimore County Public Schools contracted with MGT to conduct human resource training. The work performed included preliminary conversion of data to the latest version of J.E.T.; preliminary entry of survey data to establish benchmark calculations; preliminary setup of an appropriate pay structure based on the benchmark calculations; and entry of 70 clerical titles and approximately 150 trades titles into the new database from a data file that was prepared for MGT. This project included current employee information that could be used for implementation cost reports; two days of on-site training, including 10 hours of additional after-training support; and preparation of nonstandard queries or reports.

3. QUALIFICATIONS OF FIRM



Community College of Baltimore County (MD) | Human Resources Consultant Services

MGT conducted a review of the College's Human Resources Department. MGT provided recommendations for strengthening HR with a coordinated action plan, and with respect to how each individual function contributed to its operation. MGT also compared the College with selected peer institutions and recommended best practices to improve efficiency and effectiveness. Other project activities included reviewing legal compliance with applicable state and federal laws; assessing staffing, structure, and physical location; evaluating various aspects of customer service delivery; and assessing the use of technology in contributing to overall operational efficiency.

St. Louis Community College (MO) | Evaluation of the Office of Human Resources and Implementation Assistance

MGT assisted St. Louis Community College in conducting a comprehensive review of the Human Resources function. Upon completion of the review, MGT was retained to assist in implementing recommendations to strengthen the Human Resources function at the College.

The Richard Stockton College of New Jersey (NJ) | Assessment of the Office of Human Resources

MGT conducted an analysis and assessment of the Office of Human Resources of Richard Stockton College of New Jersey. The purpose of the project was to identify and implement practical recommendations relating to organizational structure, program design and policies, business relationships, and labor union relations.

Charleston County (SC) | Human Resources Consulting

Charleston County retained MGT to assess the structure and staff capabilities, program design and utilization, and administration of its Human Services Department. To accomplish this, MGT developed a preliminary profile of the agency, administered a user survey, and conducted performance reviews. The study report evaluated the effectiveness of departmental staff and identified opportunities for improvement.

Austin Community College District (TX) | Human Resources Review

MGT contracted with the Austin Community College to conduct an assessment of the current forms and processes for employee evaluations and to review and revise the forms for classified, administrative, and professional employees. In addition, MGT developed recommendations to include professional development requirements as a component of employee evaluations and to develop necessary procedures for the evaluation methodology. Two user-friendly training packets were developed to train employees and supervisors on the use of the evaluation forms and the policies and procedures related to evaluation.

Dallas Independent School District (TX) | Human Resources Reengineering

MGT conducted a business process reengineering study of the Personnel Services Department of the Dallas Independent School District. The reengineering study was completed to identify and recommend business process and organizational changes for the Personnel Services Department that would lead to recommended changes in its performance as measured by cost, cycle time, service, and quality measures through the application of best business practices. The study focused on business process and organizational improvement changes from a cross-functional perspective. The objectives of the study included the completion of a comprehensive desk audit of pertinent policies and regulations; development and analysis of a system map; development of macro-level, cross-functional process maps; development and analysis of detailed workflows; recommendation of an organizational structure for improving efficiency and effectiveness; development of a detailed project management plan; recommendation for an information control system; development of a department and subunit procedures manual with training components; and completion of three oral presentations of the final product.

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Texas Natural Resources and Conservation Commission | Human Resource Management Process Evaluation

MGT conducted a detailed process and business reengineering review of the human resources and staff development division of the Texas Natural Resources and Conservation Commission. The study was conducted in three separate phases: project initiation, assessment of current processes, and implementation. The assessment phase included the preparation of detailed process maps of all major human resources and staff development processes. MGT made recommendations to reorganize the human resources division to create a more cohesive and efficient organization. During the implementation phase, MGT conducted training sessions for Texas Natural Resources and Conservation Commission employees.

AREA 4. PROJECT MANAGEMENT

BSMG Worldwide (FL) | Project Management Support

MGT was contracted to produce a project management plan for BSMG Worldwide and the State of Florida as they prepared and operated the Florida Pavilion for the 2000 Summer Olympic Games in Sydney, Australia. MGT analyzed the risks involved in operating the pavilion, evaluated the time-based constraints, and developed a strategy for successfully opening and managing the pavilion.

Florida Department of Children and Families | ACCESS Florida Systems Replacement Project Management

MGT was selected to perform project management services for the Department's Medicaid Eligibility System Project. MGT will manage the implementation of the Medicaid Eligibility System, which allows the State to comply with the new federal Patient Protection and Affordable Care Act (PPACA). The MGT team provided project management services and support to the implementation and development of MAGI-based eligibility Business Rules Management System and oversee the non-MAGI rule implementation. This system provided easier, timelier, and less costly changes in the Medicaid, CHIP, and other medical assistance programs, while complying with the newly enacted federal legislation.

Florida Department of Education | Project Management for the Statewide Longitudinal Data System

MGT provided project management for the Statewide Longitudinal Data System (SLDS). MGT provided consulting services for an ongoing independent review of the progress of multiple work strategies. The MGT Program Manager coordinated work among Department staff and subject matter experts, contract staff assigned to SLDS projects, local representatives of stakeholder interests, and vendors to ensure appropriate coordination and communication occurred. Further, where particular issues or approaches that needed further explanation or evaluation arose, MGT's lead consultant conducted research and review and developed appropriate reports for DOE.

Florida Department of Management Services | Project Management Assistance

MGT assisted in managing the implementation of an automated personnel system to consolidate agency systems into a single unified database. MGT aided in the development of the system requirements, assisted in managing the scope and time line of the project, and developed the algorithms necessary to automate several manual processes.

Florida Department of Transportation

Network Engineering Project Management - Renewal of Services

MGT was contracted to provide Senior Network Engineer staff who was responsible for assisting with all aspects of MyFloridaNet migration activities. Additionally, this position provided quality assurance and the quality control of site installations, migrations, and the trouble shooting activities of MyFloridaNet related problems relevant to a given agency. Finally, this position functioned as an extension of State staff, monitoring and insuring an agency's effective migration to MyFloridaNet.

3. QUALIFICATIONS OF FIRM



Project Management Support

The Florida Department of Transportation retained MGT to assist with the development of the system architecture and requirements for the State of Florida Commercial Vehicle Information Systems and Networks. MGT staff assisted with facilitating the interaction of three state agencies, provided detailed information to stakeholders, and managed the requirements development process.

Isocorp, Inc. (FL) | Project Management Support

MGT assisted Isocorp with system design and business requirements to help the Florida Partnership for School Readiness (Agency for Workforce Innovation) produce an RFP for system integration, including a significant e-Child Care component. The project dealt with creating policy analysis, feasibility analysis, functional requirements, purchasing protocols, and investment plan. The recommended system consolidated the management of all federal and state funded pre-K programs in the State of Florida. MGT conducted all stakeholder, record, and technical analysis necessary to assist the Partnership with gaining funding, selecting a vendor, and completing the project.

California Department of Education | Project Management

MGT assisted the Department in defining and implementing project management practices and in identifying and documenting appropriate standards for assessing the accuracy of technical requirements for the project to transfer data collections to California School Information System.

California Department of Health Services | Project Management

MGT developed an implementation plan for business process improvements previously identified for the Department. MGT then assisted the Department in implementing the improvements, including developing process maps and training staff on carrying out the new process.

California Department of Justice | Project Management Mentoring (2 years/projects)

MGT provide project management mentoring to client project managers who manage application development and infrastructure projects. The methodology included a four-phase approach for mentoring. The phases included developing individual mentoring plans for each project manager; executing mentoring plans; measuring the effectiveness of each mentoring plan; and adjusting the mentoring plans as necessary, based on the performance measurement results. MGT assigned two consultants to mentor seven client project managers for each of their respective projects.

California School Information Services

Project Management

MGT provided ongoing assistance to the California School Information Services (CSIS) program in defining, implementing, and conducting project management activities. As directed by the CSIS Chief Operation Officer (COO), MGT assisted with the development of project charters, strategic planning, change management, selection and use of project management tools, development and monitoring of the program work plan, procurement, vendor oversight and quality control, legislative oversight assistance, control agency oversight assistance, quality management, consortia oversight, risk management, cost accounting, communications planning, software development methodologies, definition of technical architecture, and requirements definition. Deliverables included weekly progress reports as well as various work plans, documentation, and reports as directed by the CSIS COO.

School Information Services Project Management

MGT assisted the CSIS program in defining and implementing project management practices in Kern County, California. Specifically, the MGT project management team reviewed existing project management practices in use by the CSIS program and identified opportunities for improvement and standardization. MGT assisted the CSIS program administrator with the selection and implementation of project management tools, time management, and cost accounting systems. MGT also developed a Communication Plan for key stakeholders, oversight agencies,

3. QUALIFICATIONS OF FIRM



and the Legislature. The project included defining, documenting, and implementing an issue tracking system, change management policies and procedures, and program risk management practices as well as conducting risk assessments of the CSIS program. In addition, MGT is providing periodic and ongoing project management assistance.

Medical College of Georgia | Initial Phase to Manage a Student Portal and Provide Digital Media Infrastructure Project Management

MGT provided project direction and management of two technology institution-wide systems projects: 1) MCG Student Portal and 2) Digital Media Infrastructure Services.

AREA 5. LEADERSHIP

Florida Department of Law Enforcement | Senior Leadership Program (4 years/projects)

MGT designed, developed, and delivered training on Building Community Partnerships for the Senior Leadership Program in the Florida Department of Law Enforcement. The training included participants from law enforcement agencies throughout the State of Florida. MGT was responsible for all aspects of the training, including developing training content and materials and facilitating the training session.

California State University, Sacramento | Leadership Development Training Program

MGT was contracted by the University to provide facilitation support for the California Department of Corrections and Rehabilitation Management Skill Development Program. This program aimed to equip mid-level staff (Captain to Associate Warden) with enhanced leadership and management competencies. Program topics included team theory, team development, interpersonal communication, leading small groups, and delegation. Training was conducted to groups of 30 staff for 8 hours per day in two training sessions.

Executive Leadership Institute at Stanford (CA) | Executive Leadership Institute at Stanford

This ten-day Institute each summer at Stanford is among the premier, graduate level opportunities for administrators in higher education. The Institute seeks to enhance leadership skills, self-awareness, and practical knowledge of higher education, which builds on the fundamentals available elsewhere. As the Institute's Director, MGT had the following duties:

- ◆ Developing and implementing the course curriculum and class schedule.
- ◆ Identifying and recruiting faculty; analyzing all materials, including participant evaluation, in order to identify future directions.
- ◆ establishing publications and other materials necessary to promote and market the Institute.
- ◆ Developing and implementing long-range plans; establishing internal systems, procedures, and practices to ensure operational efficiency and high quality, and recommending new program elements.
- ◆ Preparing the Institute budget and recommending the fee structure; maintaining necessary records and files for budget control.
- ◆ Assuming responsibility for all personnel transactions, including hiring, training, supervision, and performance evaluation.
- ◆ Ensuring the appropriate agreements for housing, food services, recreational activities, classroom facilities and all other program elements are negotiated with the Stanford campus and other entities.
- ◆ Developing procedures, instructions, publications, and presentations to ensure communication between the WACUBO Professional Development and Executive Committees.

3. QUALIFICATIONS OF FIRM

**Abilene Police Department (TX) | Leadership for 21st Century Law Enforcement**

MGT conducted a 24-hour course on leadership as it relates to 21st century law enforcement for the Abilene Police Department.

REFERENCES

Provided below are references of similar work completed.

MGT REFERENCES

Florida Transportation Commission *Management Salary Compensation Study*

MR. MARK E. REICHERT, Deputy Executive Director

mark.reichert@dot.state.fl.us | (850) 414-4103

Florida Lottery *Compensation Study*

MS. NYLA DAVIS, current Human Resources Director, Tallahassee Community College; former Human Resources Director, Florida Lottery

davisn@tcc.fl.edu | (850) 201-8510

Florida Developmental Disabilities Council *Classification and Compensation Study*

MS. VALERIE BREEN, Executive Director

fddc@fddc.org | (850) 488-4180

PPC REFERENCES

Gannon University *HR Reorganization*

MR. BOB CLINE, Director of HR

Cline001@gannon.edu | (814) 871-5832

Noridian Mutual Insurance Company *Job Profiles and Competency Development*

MR. BRIAN WALLER, Manager of Benefits & Compensation

Brian.Waller@bcbsnd.com | (701) 277-2692

TECHNICAL AND PROFESSIONAL PERSONNEL

Key personnel assigned to this project, their specified area of expertise, and work load is illustrated in **Table 2**.

3. QUALIFICATIONS OF FIRM



Table 2. Snapshot of Assigned Personnel

STAFF / ROLE	EDUCATION	YRS. OF EXP.	AREA 1	AREA 2	AREA 4	AREA 5
Brandon Ledford Project Director	M.P.P., Health Policy, Science and Technology Policy, George Mason University	12	7	5	5	10
	B.A., Comparative Literature, Latin, The Pennsylvania State University					
	Innovation and Entrepreneurship Certificate, Stanford University					
	Project Management Professional					
	Lean Six Sigma Yellow Belt					
<i>Work Load</i>	<ul style="list-style-type: none"> • Centre Area Transportation Authority, PA Classification and Compensation Study • Florida Atlantic University Performance Review • Florida Development Disabilities Council Classification and Compensation Study • Horry County School District, SC Classification and Compensation Study • Lancaster County, SC Classification and Compensation Study • North Carolina Education Lottery Compensation and Classification Study • Santa Fe College, FL Classification and Compensation Study 					
Nancy Stepina-Robison Subject Matter Expert	M.A., Labor and Industrial Relations, University of Illinois	30+	20	35	18	30
	B.S., Business Administration, State University of New York at Binghamton					
	<ul style="list-style-type: none"> • Brevard County, FL School Board of Brevard County Districtwide Compensation Study • Centre Area Transportation Authority, PA Classification and Compensation Study • Florida Atlantic University Performance Review • Florida Development Disabilities Council Classification and Compensation Study • Horry County School District, SC Classification and Compensation Study • Lancaster County, SC Classification and Compensation Study • North Carolina Education Lottery Compensation and Classification Study • Santa Fe College, FL Classification and Compensation Study 					
<i>Work Load</i>						
Sheena Horton Team Member	M.S., Criminology and Criminal Justice, Florida State University	12	7.5	7.5	8	10
	B.A., Sociology with a concentration in Criminology, English, University of North Carolina-Greensboro					
	<ul style="list-style-type: none"> • Brevard County, FL School Board of Brevard County Districtwide Compensation Study • Centre Area Transportation Authority, PA Classification and Compensation Study • Florida Atlantic University Performance Review • Florida Development Disabilities Council Classification and Compensation Study • Horry County School District, SC Classification and Compensation Study • Lancaster County, SC Classification and Compensation Study • North Carolina Education Lottery Compensation and Classification Study • Santa Fe College, FL Classification and Compensation Study 					
<i>Work Load</i>						

3. QUALIFICATIONS OF FIRM



STAFF / ROLE	EDUCATION	YRS. OF EXP.	AREA 1	AREA 2	AREA 4	AREA 5
Will Fiorito Team Member <i>Work Load</i>	M.B.A., Florida State University B.A., Philosophy, Minor in English, Florida State University	3	2	1		
	<ul style="list-style-type: none"> • Brevard County, FL School Board of Brevard County Districtwide Compensation Study • Centre Area Transportation Authority, PA Classification and Compensation Study • Florida Development Disabilities Council Classification and Compensation Study • Gogebic County, MI Classification and Compensation Study • Horry County School District, SC Classification and Compensation Study • North Carolina Education Lottery Compensation and Classification Study • Santa Fe College, FL Classification and Compensation Study 					
Flo Gabriel Team Member <i>Work Load</i>	B.A., Sociology/Psychology, Texas Southern University Facilitation Certification, Development Dimensions International Human Resource Management, The University of Texas, Austin	13		3	2	
	<ul style="list-style-type: none"> • Brevard County, FL School Board of Brevard County Districtwide Compensation Study • Centre Area Transportation Authority, PA Classification and Compensation Study • Gogebic County, MI Classification and Compensation Study • Horry County School District, SC Classification and Compensation Study • North Carolina Education Lottery Compensation and Classification Study • Santa Fe College, FL Classification and Compensation Study • York County, SC Job Description Updates 					
Fred Seamon Team Member <i>Work Load</i>	Ph.D., Higher Education Administration, College of Education, Florida State University M.S.W., School of Social Work, Florida State University B.S., Sociology, Bethune-Cookman College Certified Mediator, Certified by Supreme Court of Florida, #06465c	40+	25	20	30	20
	<ul style="list-style-type: none"> • City of Dayton, OH Third Generation Disparity Study • City of Miramar, FL Disparity Study • City of New York City, NY Local Hiring Study • City of Tallahassee Electric Utility, FL Strategic Planning/Team Building • City of Tallahassee, FL Disparity Study • Housing Authority of Savannah, GA Strategic Planning Consultant • Indiana Department of Administration School Corporation Emergency Management Services • Indianapolis Public Transportation Commission, IN Strategic Planning Consultant • North Texas Tollway Authority, TX Disparity Study • Osceola County, FL Disparity Study 					

3. QUALIFICATIONS OF FIRM
◆◆◆

STAFF / ROLE	EDUCATION	YRS. OF EXP.	AREA 1	AREA 2	AREA 4	AREA 5
Linda Ulrich Team Member	B.A., Foreign Languages, Georgian Court University Undergraduate Studies at Sorbonne and Universite De Tours, France	35+	20+	20+	20+	20+
	<i>Work Load</i> <ul style="list-style-type: none"> • Competency development for large BCBS organization • Policy review of tax-exempt organization • Executive Compensation study for tax-exempt organization • Performance management program for local government • Policy handbook review for 501c3 					
Gary Ulrich Team Member	B.S., Psychology Wharton Business School Executive Program	30+	20+	20+	20+	20+
	<i>Work Load</i> <ul style="list-style-type: none"> • Competency development for large BCBS organization • Policy review of tax-exempt organization • Executive Compensation study for tax-exempt organization • Performance management program for local government • Policy handbook review for 501c3 					

AREA 1. Organizational Design AREA 4. Project Management
 AREA 2. Human Resource Policy AREA 5. Leadership

4. ADDITIONAL INFORMATION

ATTACHMENT A – HOURLY RATES

MGT's completed Attachment A follows.

SMALL AND SERVICE-DISABLE VETERAN

MGT is committed to meeting small and disadvantaged business goals when required. Because we are a firm that provides management consulting services to primarily public sector clients, we regularly meet Small, Minority- or Woman-owned, or Disadvantaged Business Enterprise (SMWBE) goals.

We regularly solicit SMWBEs to join our team for state and local government projects. Through the years, we have built a large working network of qualified businesses who meet all certification requirements. Teaming, partnering, and mentoring small businesses is an important part of MGT's business model. In fact, we seek opportunities to include and work with small and minority businesses on many of our consulting projects whether there are goals or other requirements to do so.

MGT has actively supported the development of small business programs, small business firms, and nonprofit community-based organizations through the consulting services provided by the firm, teaming, partnering, and mentoring small businesses, and helping to build the capacity of nonprofit community based organizations.

For the past several years, MGT has been a sponsor for Minority Business Development Week and has provided pro bono strategic planning and technical assistance to the Florida Advisory Council on Small and Minority Business Development. Similar pro bono services have been provided for a diverse group of community-based organizations that focus on small business development. Most recently, MGT has provided assistance to Startup Quest, which serves new small business entrepreneurs.

Attachment A – HOURLY RATES

Complete the rate chart below for services offered. If a company is proposing more than one service, please complete a rate chart each service offered.

AREA 1 – ORGANIZATIONAL DESIGN

Respondent's Name: MGT of America Consulting, LLC

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$ <u>250</u>	\$ <u>170</u>	\$ <u>115</u>	\$ <u>90</u>	\$ <u>40</u>

AREA 2 – HUMAN RESOURCE POLICY

Respondent's Name: MGT of America Consulting, LLC

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$ <u>250</u>	\$ <u>170</u>	\$ <u>115</u>	\$ <u>90</u>	\$ <u>40</u>

AREA 3 – TECHNOLOGY (INFORMATION, DATA COLLECTION, CITIZEN ENGAGEMENT, ETC.)

Respondent's Name: No bid

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$_____	\$_____	\$_____	\$_____	\$_____

AREA 4 – PROJECT MANAGEMENT

Respondent's Name: MGT of America Consulting, LLC

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$ <u>250</u>	\$ <u>170</u>	\$ <u>115</u>	\$ <u>90</u>	\$ <u>40</u>

AREA 5 – LEADERSHIP

Respondent's Name: MGT of America Consulting, LLC

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$ <u>250</u>	\$ <u>170</u>	\$ <u>115</u>	\$ <u>90</u>	\$ <u>40</u>

AREA 6 – EXECUTIVE COACHING

Respondent's Name: No bid

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____

5. REQUIRED FORMS AND DOCUMENTATION

The following forms and documentation are provided in this section:

- ◆ Addendum 1
- ◆ Drug Free Workplace Form
- ◆ Certification of Compliance with Living Wage *Not Applicable*
- ◆ Living Wage Compliance Form (Exhibit D)
- ◆ Proposal Response Form – Signature Page (Exhibit F)
- ◆ Living Wage Compliance Form (Exhibit F)
- ◆ Insurance Certification
- ◆ Financial Stability Documentation



ADDENDUM NO. 1

Date: February 1, 2018

Bid Date: February 8, 2018
at 3:00 P.M. (Local Time)

Bid Name: Management Consulting (Non-Construction)

Bid No.: CMGR-180051-GD

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary.

Please find attached:

- a) Copy of the black out period information (Financial Procedures Manual Section 41-423 Prohibition of lobbying in procurement matters) distributed during mandatory pre-bid meeting.

The following are answers/clarifications to questions received on or before 3:00pm January 25, 2018:

1. Question: As an RFQ, we plan to provide a representation of the subject matter experts in our stable. Are we required to utilize the staff we propose, and if not, what is the process for approval of additional staff once a project is defined?

Answer: No; the City is open to varying resources based on the project needs at the time. Please share the resumes of your associates or those persons that will work on the project.

2. Question: What is the latest version of the strategic plan and is it available online? If so, what is the URL?

Answer: Information pertaining to Gainesville's most recent strategic framework (i.e., strategic plan), including the three phase process that led to its development, is described at:
<http://www.cityofgainesville.org/CityManager/StrategicPlanning/CityStrategicPlan.aspx>

Additionally, a link the strategic framework one-pager can be found directly at:
<http://www.cityofgainesville.org/Portals/0/openGNV/Framework%20One-Pager%20-%20for%20prezi.pdf>.

Please note that this framework presents guiding questions for the city to continually align projects, processes and organizational resources. This is not intended to be a strategic plan in the typical "mission, vision, values, objectives" format.

3. Question: What is the general criteria for onsite work for the potential projects covered by this RFQ
Answer: Please see number 4.

4. Question: Does City of Gainesville encourage and/or permit virtual work tools for meetings and presentations (e.g., WebEx or GoToMeeting)?

Answer: Yes

5. Question: When was the last time the City of Gainesville conducted a review and update of their Human Resource policies?

Answer: This effort has been continuous since 2003, including a comprehensive rewrite that began in 2009. We've found that policies in general are fragmented and in some instances, silent, unclear and/or confusing, inconsistent or outdated relative to changing workplace practices/regulations, market and employee needs.

6. Question: Are there any areas of particular concern regarding Human Resource policies?

Answer: Policies in general are fragmented and in some instances, silent, unclear/confusing, inconsistent or outdated relative to changing workplace practices/regulations, market and employee needs

7. Question: What is the current approval process and structure for policy governance (i.e., how are policies approved)?

Answer: Policies are developed, reviewed and approved, through the department who owns the policy, reviewed as to form and legality with the City Attorney's office, escalated to the City's Charter Officers for review and approval, and when necessary, final approvals are decided on by the elected body consisting of the City Commission and Mayor.

8. Question: Does the City currently outsource any of the IT operations?

Answer: Yes

9. Question: In reference to the statement that Gainesville is not a tourist destination, what primary sources of revenue for the City

Answer: The primary source of revenue for the city is the general fund which is generated through property values, etc.

10. Question: Are there examples to further describe the expectations of a "citizen-centered" City?

Answer: The most comprehensive resources that describe our citizen centered efforts include the following materials:

- a. The Blue Ribbon Report found at:
<http://www.cityofgainesville.org/Portals/0/clerk/CityComm/BlueRibbonReport.pdf>
- b. A Fast Company Magazine article, available at:
<https://www.fastcodesign.com/3065107/how-one-florida-city-is-reinventing-itself-with-ux-design>
- c. The city's citizen centered microsite, available at:
www.gainesvillecitizens.org

11. Question: When was the last time you had a Management Consulting study?

Answer: Over the years, consultants have been brought in for certain departments if needed. We are not aware of an overarching management consultant study that has been conducted for the overall organization in recent years.

12. Question: Did a consultant perform this study? If so, who was the consultant and at what professional fee structure?

Answer: See response to question 11. Fees and fee structure have varied based on the services needed at that time.

13. Question: Is there a preference for using a firm that can complete all areas vs. a firm that is bidding on only a few areas of the project?

Answer: We are open to any proposal whether it includes all services or a few areas as outlined in the RFQ.

14. Question: Do you have a timeline needed for completion?

Answer: This is dependent on the project and would be defined by determining what resources are available, the prioritized need for the work and the timeline the City and consultant agree upon. In some cases it is possible to request that services be expedited

15. Question: Do you have a project budget range for this project or these project areas?

Answer: We are developing a budget range for the various projects. This will be dependent on the department's available funding and the project need

16. Question: Will a company's Acord Form, Certificate of Liability Insurance, provide the City with proof of required insurance?

Answer: Acord Form, COI is acceptable

17. Question: Areas 2, 5 & 6 seem to have common threads; will the City consider merging into one?

Answer: Yes, the City will consider merging various subject areas.

18. Question: What is the meaning of Area 5 - Leadership? Does this refer to cutting-edge / innovative citizen-centered strategies or, more literally, the city's leadership and office leadership?
- Answer: We are interested in proposals on either topic. There is a need for leadership development programs, particularly in the areas of management and executive coaching.
19. Question: Is the Leadership area during implementation?
- Answer: Yes. This bid is intended to encompass a series of projects depending on the City's needs at that point in time. The specific project and implementation timelines will be defined dependent on the department or organization's needs.
20. Question: Will consultant have the ability to identify new gaps and blend into an existing area?
- Answer: Yes. We welcome any feedback the consultant would provide and we would remain open to discussing suggested solutions.
21. Question: If consultant bids for one or less than all areas, how does the city plan to project manage multiple consultants? e.g. Governance structure?
- Answer: Consultants are going to be awarded to be in a pool of consultants that will be individually selected as needed by the City on a per project basis. Consultants will work with the department that has requested their assistance. This will be dependent on the department's available funding and the project need.
22. Question: How will the Smart City Lab with the University of Florida be intertwined into each area?
- Answer: The Lab will be staffed by personnel from both the City and University. The Lab will be the vehicle by which the City and University conduct joint research into smart city technologies and policies.
23. Question: Will ongoing City projects be folded into the consulting services by area or will only new tasks, jointly developed with the consultant and city be in scope?
- Answer: This could be current and existing projects or new projects as determined by the City's prioritized needs and funding availability. Please refer to the RFQ.
24. Question: Would consultant be excluded from any new projects coming out of this engagement, e.g. AV/EV strategy requirement?
- Answer: No

25. Question: What is the fee estimate?
Answer: The fee estimate is under development at this time.
26. Question: What is the expected contract duration for each area?
Answer: The expected contract duration will be determined at the time a department selects a vendor
27. Question: What is the procurement type?
Answer: This is a Request for Qualifications
28. Question: Will PM role apply to all areas in the RFQ? Other projects to be determined at a later date, e.g. Smart City Lab with the University of Florida?
Answer: I do not foresee us procuring PM services for projects in the Smart City Lab.
29. Question: If we have more than one respondent identified for an area should we blend the rate or just list separately?
Answer: Blending is acceptable.
30. Question: Is there a page limit?
Answer: No, however, responses should be kept as concise as possible.
31. Question: Our understanding is that the “Projected award date” refers to the timeframe in which respondents will be informed that they have been selected by the City to contract for Management Consulting Services. Can you provide additional timeline details for the “Projected award date” at this time?
Answer: The projected award date is April, 2018.
32. Question: How much lead/response time does the City anticipate allotting to qualified contractors to respond to the specific project following selection of qualified contractors?
Answer: The city is willing to determine lead time during the negotiations process.
33. Question: Of the six management areas outlined, which one does the following bullet point apply to – ‘Management or strategy consulting, including strategy implementation and execution’?
Answer: The bullet point applies to consulting, implementation, and implementation as determined during contract negotiations.
34. Question: In Section K. the City states four (4) areas in which the City will be responsible to work with the selected consultant(s). Will the City also be able to make staff available for a

specific project (or projects) to serve in roles that might be typically supported by City staff – such as participating on a Steering Committee, or serving as a Subject Matter Resource (SMR) to assist with validating and/or reviewing the project approach and deliverables?

Answer: Yes

35. Question: Given that the RFQ process as described is intended to assist the City in selecting qualified firms or individuals - and that there would be a subsequent effort to negotiate a contract or contracts with firms or individuals that the City selects - in our response we would provide proposed project staff who represent the qualifications and related experience required for the scope of the corresponding requested services. Final determination of the actual staff to be assigned to a project or projects would be confirmed as part of contract negotiations, as the timeframe in which a negotiated contract would begin is not yet determined, and staff availability may change accordingly.

In turn, if proposed project staff is not fully available during the timeframe of a negotiated project, we would make the effort to include those staff as Subject Matter Resources (SMRs) wherever possible and appropriate. **Please confirm that this approach will meet the requirements of RFQ No. CMGR-180051-GD.**

Answer: Yes as long as project staff is listed in the RFQ

36. Question: “D3. Consultant’s firm shall provide a Dun & Bradstreet report to the city or some other acceptable means for the City to evaluate the firm’s financial stability and reliability.” Is this to be provided with the qualifications or after consultant selection?

Answer: Yes

37. Question: “D4. Consultant’s firm shall provide proof of insurance in a form acceptable to the City, which give the City 30 days’ written notice (except the City will accept ten (10) days’ written notice for non-payment) prior to cancellation or material change in coverage, in the amounts as noted below:” Is this to be provided with the qualifications or after consultant selection?

Answer: After consultant selection

38. Question: “D6. Consultant’s firm shall provide updated contact information for all clients served within the past three (3) years who were provided with the same management consulting services covered under the Statement of Qualifications being submitted.” We have conducted 190 projects within the last three years in the areas on which we are proposing. We will be happy to list the clients. For how many do you want contact information?

Answer: Please provide 3-5 reference of similar management consultant requirements.

39. Question: “A copy of the consultant’s current Florida Professional Registration Certificate must be provided. If the consultant is a corporation, it must be chartered to conduct business in Florida.” Is this to be provided with the qualification or after consultant selection?

Answer: Yes with the qualification

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: MGT of America Consulting, LLC

BY: 

DATE: 2/5/2018

LIVING WAGE COMPLIANCE
See Living Wage Decision Tree (Exhibit B hereto)

Check One:

- Living Wage Ordinance does not apply
(check all that apply)
- Not a covered service
 - Contract does not exceed \$100,000
 - Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
 - Located within the City of Gainesville enterprise zone.
- Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

DRUG FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that

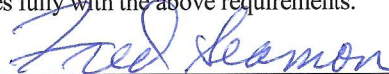
MGT of America Consulting, LLC

does:

(Name of Business)

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

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



Fred Seamon Bidder's Signature

2/5/2018

Date

PROPOSAL RESPONSE FORM – SIGNATURE PAGE

(submit this form with your proposal)

TO: City of Gainesville, Florida
200 East University Avenue
Gainesville, Florida 32601

PROJECT: Management Consulting (Non-Construction)

RFQ#: CMGR-180051-GD

RFQ DUE DATE: February 8, 2018, 3:00pm Local Time

Proposer's Legal Name: MGT of America Consulting, LLC

Proposer's Alias/DBA: MGT Consulting Group

Proposer's Address: 516 North Adams Street
Tallahassee, FL 32301

PROPOSER'S REPRESENTATIVE (to be contacted for additional information on this proposal)

Name: Brandon Ledford Telephone Number 814.312.1055

Date: 2/5/2018 Fax Number 850.385.4501

Email address bledford@mgtconsulting.com

ADDENDA

The Proposer hereby acknowledges receipt of Addenda No.'s 1, _____, _____, to these Specifications.

TAXES

The Proposer agrees that any applicable Federal, State and Local sales and use taxes, which are to be paid by City of Gainesville, are included in the stated bid prices. Since often the City of Gainesville is exempt from taxes for equipment, materials and services, it is the responsibility of the Contractor to determine whether sales taxes are applicable. The Contractor is liable for any applicable taxes which are not included in the stated bid prices.

LOCAL PREFERENCE (check one)

Local Preference requested: YES NO

A copy of your Business tax receipt and Zoning Compliance Permit should be submitted with your bid if a local preference is requested.

QUALIFIED LOCAL SMALL AND/OR DISABLED VETERAN BUSINESS STATUS (check one)

Is your business qualified as a Local Small Business in accordance with the City of Gainesville Small Business Procurement Program? (Refer to Definitions) YES NO

Is your business qualified as a Local Service-Disabled Veteran Business in accordance with the City of Gainesville Small and Service-Disabled Veteran Business Procurement Program? (Refer to Definitions) YES NO

LIVING WAGE COMPLIANCE

See Living Wage Decision Tree (Exhibit C hereto)

Check One:

- Living Wage Ordinance does not apply (check all that apply)
 - Not a covered service
 - Contract does not exceed \$100,000
 - Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
 - Located within the City of Gainesville enterprise zone.

Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

SIGNATURE ACKNOWLEDGES THAT: (check one)


- Proposal is in full compliance with the Specifications.
- Proposal is in full compliance with specifications except as specifically stated and attached hereto.


Signature also acknowledges that Proposer has read the current City of Gainesville Debarment/Suspension/Termination Procedures and agrees that the provisions thereof shall apply to this RFP.

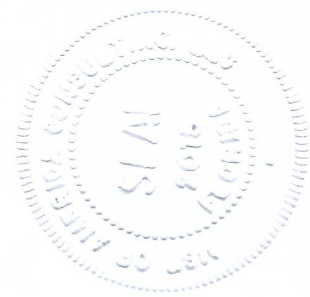
ATTEST:

(CORPORATE SEAL)

PROPOSER:


 Signature _____
 By: CLAUDIA HOSANG
 Title: CONTRACTS ADMINISTRATOR


 Signature _____
 By: A. Trey Traviesa
 Title: Chairman and CEO





CERTIFICATE OF LIABILITY INSURANCE

Item #170915 DATE (MM/DD/YYYY)
6/30/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Earl Bacon Agency, Inc. P.O. Box 12039 Tallahassee FL 32317	CONTACT NAME: Bobby Bacon/Nancy Klucher PHONE (A/C, No, Ext): 850-878-2121 FAX (A/C, No): 850-878-2128 E-MAIL ADDRESS: bbacon@earlbacon.com/nkluch@earlbacon.com													
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Continental Casualty Company</td> <td>20443</td> </tr> <tr> <td>INSURER B: Valley Forge Insurance Co.</td> <td>20508</td> </tr> <tr> <td>INSURER C: Transportation Ins. Co.</td> <td>20494</td> </tr> <tr> <td>INSURER D: TravelersCas.&SuretyCo.ofAmer.</td> <td>31194</td> </tr> <tr> <td>INSURER E: American Cas.Co.of Reading, PA</td> <td>20427</td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Continental Casualty Company	20443	INSURER B: Valley Forge Insurance Co.	20508	INSURER C: Transportation Ins. Co.	20494	INSURER D: TravelersCas.&SuretyCo.ofAmer.	31194	INSURER E: American Cas.Co.of Reading, PA	20427	INSURER F:
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INSURED MGT of America, LLC MGT of America Consulting, LLC 3800 Esplanade Way, Ste 210 Tallahassee FL 32311	MGTOF-1													

COVERAGES

CERTIFICATE NUMBER: 428623488

REVISION NUMBER:


THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
E	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> A-XV Rating GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	Y	Y	5095130327	7/1/2017	7/1/2018	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$300,000 MED EXP (Any one person) \$15,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 Deductible \$None
E	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/> A-XV Rating	Y	Y	2093563501	7/1/2017	7/1/2018	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Deductible \$None
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$10,000			2093563496	7/1/2017	7/1/2018	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 \$
B C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/>	N/A	3011086712-All Other 3011086788 CA	7/1/2017 7/1/2017	7/1/2018 7/1/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$500,000 E.L. DISEASE - EA EMPLOYEE \$500,000 E.L. DISEASE - POLICY LIMIT \$500,000
D	Professional Liability (E&O) Claims-Made Form 7/5/95 Retro Date/A++XV	N	N	105638880	7/1/2017	7/1/2018	Each Claim 2,500,000 Aggregate 5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Umbrella: A-XV Rating. All Other Workers' Comp & CA Workers' Comp: A-XV Rating.
 CA - Workers' Comp Employers Liability Limits:
 \$1,000,000 Each Accident
 \$1,000,000 Disease Policy Limit
 \$1,000,000 Disease Each Employee
 Cyber Liability: Continental Casualty Company -Limits of Liability \$1,000,000/\$1,000,000 Retention \$10,000 Reto Date 3/30/2017-Claims Made Effective 3/30/17 - 3/30/2018

CERTIFICATE HOLDER**CANCELLATION**

For Proposals Only	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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MGT of America Consulting, LLC (MGT) does not anticipate, nor has it experienced, any organizational changes that may impede our ability to complete any future projects. We have 43 years of experience in providing sound, practical, implementable solutions to clients across the country. MGT has been in continuous business since 1974, and has the necessary financial ability to perform the functions requested in the RFP and to provide those services represented in this response.

MGT is in good financial standing and is current in payment of all taxes and fees.

Below are MGT's financial references.

CAPITAL CITY BANK

Ms. Danna Hilaman
1801 Apalachee Parkway
Tallahassee, FL 32301
(850) 402-7726

STRATEGOS PUBLIC AFFAIRS

Ms. Chris Sparks
4320 West Kennedy Boulevard
Tampa, FL 33609
(813) 957-5505

AVIS

Ms. Valerie Black
Account Manager, Corporate Sales
Avis Budget Group, Inc.
715 South Beach Street, Unit 106-D
Daytona Beach, FL 32114
(386) 679-7654

As Executive Vice President Finance and Accounting for MGT of America Consulting, LLC, I am authorized to make representations in the name of the firm.



Louise Lopez
Executive Vice President



Financial Statements

MGT of America Consulting, LLC

Year ended June 30, 2017



MGT of America Consulting, LLC

Financial Statements

Year ended June 30, 2017

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MGT of America Consulting, LLC

Financial Statements

Year ended June 30, 2017

Balance Sheet

Assets

Current Assets:

Cash and cash equivalents	\$	1,152,085
Accounts receivable, net		3,052,737
Unbilled receivables		1,962,355
Prepaid expenses		<u>111,028</u>
Total current assets		6,278,205

Property and equipment, net		89,667
Goodwill		4,012,595
Intangibles, net		349,988
Deposits		<u>53,160</u>
Total assets	\$	<u>10,783,615</u>

Liabilities and stockholder's equity

Current liabilities

Accounts payable	\$	2,024,540
Lines of credit		3,334,106
Deferred Revenue		1,081,749
Short term notes due to related parties		<u>10,000</u>
Total current liabilities		6,450,395

Due to related party		372,526
Long-term debt, less current portion due to related party		751,507
Accrued liabilities		<u>327,396</u>
Total liabilities		7,901,824

Stockholders' equity

Parent equity		1,884,060
Net income		<u>997,731</u>
Total stockholders' equity		<u>2,881,791</u>
Total liabilities and stockholders' equity	\$	<u>10,783,615</u>

MGT of America Consulting, LLC

Financial Statements

Year ended June 30, 2017

Statement of Operations

Revenue	\$ 12,829,124
Operating Expenses	
Salaries and employee benefits	6,646,458
Contract labor	2,421,084
Travel	904,449
Rent	488,066
Office	14,274
Depreciation and amortization	123,509
Telephone	111,417
Professional fees	173,584
Copying	45,839
Taxes, excluding income taxes	23,434
Computer and data services	128,493
Postage	42,899
Insurance	106,853
Conference fees	20,161
Entertainment	13,101
Dues and subscriptions	99,193
Utilities	9,572
Interest	391,127
Sponsorship	40,375
Advertising	2,350
Donations	10,600
Miscellaneous	<u>14,655</u>
Total operating expenses	11,831,493
Income from operations	997,701
Nonoperating income and expenses	
Other revenue	<u>30</u>
Total nonoperating income and expenses	<u>30</u>
Net income	<u>\$ 997,731</u>

MGT of America Consulting, LLC**Financial Statements****Year ended June 30, 2017****Significant Accounting Policies and General information**

The financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America.

MGT is a nationwide professional services firm that delivers a diverse range of services to a variety of public sector organizations and nonprofit groups. With a national reputation and impressive track record of business from repeat clients, we provide customized solutions, objective research, creative recommendations and quality products that respond to each client's unique needs and time requirements. Our mission is to provide high quality, value-added consulting solutions that exceed the expectations of our clients and provides a meaningful return on investment. MGT goes far beyond the ordinary by affirming our organization's commitment to improving the quality of life for the people served by our clients.

Revenue Recognition

Revenue is recognized as services are rendered. The asset, unbilled receivables, represents revenues recognized in excess of billed amounts. The liability, unearned revenues, represents contracts that are billed prior to being earned

Cash and Cash Equivalents

MGT considers all highly liquid investments with a maturity of three months or less when purchased to be cash equivalents. Cash and cash equivalents include cash or deposits with financial institutions and deposits in highly liquid money market securities. Deposits with financial institutions are insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000 per depositor. Bank deposits at times may exceed federally insured limits.

Accounts Receivable

Accounts receivable are recorded at net realizable value. MGT establishes a general reserve based on the company's average historical write-off percentage, in conjunction with a specific reserve for receivables with known collection problems due to circumstances such as liquidity or bankruptcy.

Property and Equipment

Property and equipment is carried at cost, net of accumulated depreciation and amortization. Maintenance repairs and minor improvements are expensed as incurred. Depreciation is computed using the straight-line method of depreciation over the estimated useful lives of the assets, which range from 3 to 15 years.

MGT of America Consulting, LLC**Financial Statements****Year ended June 30, 2017****Significant Accounting Policies and General information (continued)****Income Taxes**

MGT is not a taxable entity for federal income tax purposes, the results of its operations are included in the federal tax returns of the partners. Accordingly, federal income taxes are not reflected in the financial statements. The Partnership is subject to state and local business taxes.

Use of Estimates

The preparation of financial statements requires MGT to make estimates and assumptions that affect results during the periods reported. Estimates are used to account for certain items such as employee benefit programs. Estimates are based on assumptions MGT believes are reasonable under the circumstances. Due to the inherent uncertainty involved with estimates, actual results may differ.