



Response to the City of Gainesville Procurement Division

Public Comment Services

Request for Service NO. CCLK-210011-MS

Submitted by Kearns & West

Primary Contact

Jason Gershowitz, Principal

Phone: 202.448.8781

jgershowitz@kearnswest.com

Submitted:

January 6, 2021

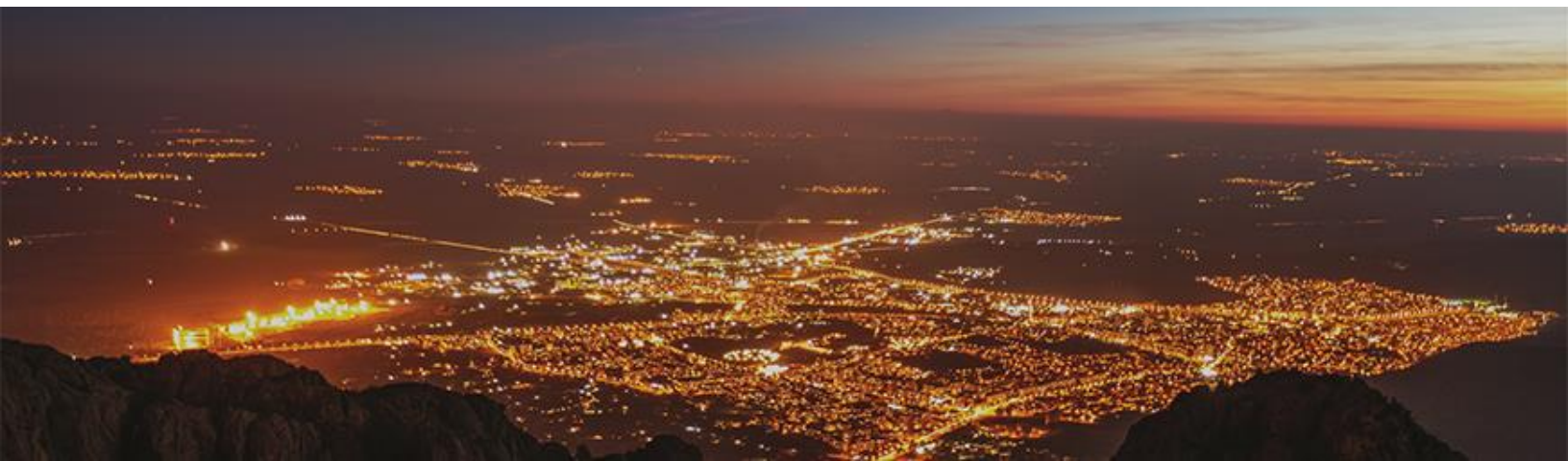




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Transmittal Letter

RE: Public Comment Services

City of Gainesville Procurement Division:

Kearns & West (K&W) is pleased to submit this response to the City of Gainesville's Request for Proposal (RFP) for Public Comment Services. We have assembled a team with the breadth of experience, knowledge, professional reputation, and capacity to support the City's Commission meetings.

Together, our team is excited to fulfill each of the expectations noted:

- Delivering a roster of project staff capable of responding to overlapping service needs on short notice.
- Establishing a single point of contact and Project Manager, Larry Schooler, for coordinating with Clerk's Office and across the K&W team.
- Utilizing our Collaborative Technologies and Virtual Engagement expertise to ensure effective integration of call-ins and Zoom platform requirements.
- Providing and provisioning toll-free numbers and call screening services to manage publics calling to provide public comment to City Commission meetings.
- Managing over 50 callers per session through effective training and facilitation protocols, including providing a written record of all callers to the Clerk's office.
- Offering experts in public engagement and government services versed in interfacing with the Mayor, Commissioners, and municipal advisory boards and committees.

Experience Working with the City of Gainesville

Our proposed Project and Contract Manager is Dr. Larry Schooler. He brings over twelve years of meeting management, facilitation, conflict resolution and project execution, including the spearheading of Gainesville's Public Comment Services since April 2020. Dr. Schooler also brings a wealth of Florida experience, working with the cities of Miami Beach, Fort Lauderdale, and Oakland Park. Dr. Schooler will be joined by a team of at least nine additional members of the Kearns & West team, each seasoned experts in public involvement and remote engagement practices.

Other members of our team have been working with the City of Gainesville on similar projects. Considering the demands brought about by COVID-19, this work has entailed working with the City to establish and oversee call-in services for City Commission and advisory board and committee meetings. Our city-specific knowledge translates into a capacity to directly train a larger team capable of matching the pace and cadence of the City of Gainesville's meetings while also understanding and having established procedures for navigating risks encountered while facilitating the meetings.

A Deep Bench of Experienced Public Comment Managers

Kearns & West is proposing a team of at least nine facilitators: four senior facilitators tasked with overseeing the execution of the facilitation approach and interacting directly with the Mayor and Commissioners, and five junior facilitators overseeing management of the phone queue and caller logging. This bench ensures the flexibility to properly staff all City meetings, including those scheduled on short notice or those exceeding expected timing for the conclusion of the meeting.

Consistent, Informed Facilitation Approach

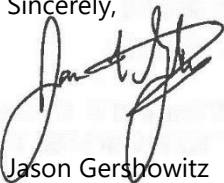
Our team has managed public comment and virtual or remote public participation for a long list of clients ranging from local communities (Travis County, or Gainesville, Florida, for example) to major statewide efforts (California High-Speed Rail public engagement), to federal, nation-wide initiatives (programmatic Environmental Impact Statement processes). Through all these projects, Kearns & West has developed an approach to facilitation that offers consistent, dependable services. By developing internal guidance documents like standardized process flows and facilitation plans, Kearns & West offers a team that can seamlessly scale up or down to meet time-sensitive needs while drawing from best practices and lessons learned from the constellation of other Kearns & West successes.

By virtue of this submission, our firm fully accepts the terms of the RFP and makes a commitment to the contract if awarded. This letter is signed by me, Jason Gershowitz, a Principal of the firm fully authorized to legally bind the firm.

We do not have any exceptions to the RFP as issued, and we are not under investigation for any alleged wrongdoing, nor are we involved in litigation, settlements, fines, or penalties.

Kearns & West hopes to work closely with City of Gainesville staff on this effort in the months ahead. If you have any questions, please feel free to contact me at (202) 448-8781 or jgershowitz@kearnswest.com.

Sincerely,



Jason Gershowitz
Principal

1990 K Street NW
Suite 620
Washington, DC 20011
Phone: 202.448.8781
Fax: NA
jgershowitz@kearnswest.com

Technical Proposal

1. Firm Overview

Founded in 1984, Kearns & West, Inc., is a small, woman-owned collaboration, stakeholder engagement and facilitation firm, with offices across the United States, specializing in services to government agencies that help them be more effective in their relationships with their stakeholders and the public. Considered a leader in the stakeholder engagement and collaborative technologies field, we bring the knowledge and tools generated from hundreds of government-stakeholder interactions. Our high-stakes projects include work at local, state, regional, and national levels, covering a variety of sectors including, community planning and, local governance support as well as energy, water, marine resources, air quality, land use and natural resources, business and academia, and technology.

Kearns & West's core expertise includes:

- Digital Facilitation and Meeting Management
- Stakeholder Identification and Needs Analysis
- Stakeholder Engagement Planning and Process Design
- Public Involvement and Outreach
- Integration of Public Involvement with Policy Guidance
- Communications Materials and Visuals

Our professional staff is a finely woven mixture of talent ranging from facilitators to conflict resolution specialists to communications experts to mediators. With a deep bench, Kearns & West can design and guide processes ranging in complexity and conflict from simple partnering to multi-party mediation – and everything in between. We are a turnkey operation that can lead everything from stakeholder identification to communications to outreach and engagement to consensus building and policy development and assessment. We use these backgrounds and experiences to build effective platforms for involving a diverse cross-section of the public. To help agency staff “own” ongoing stakeholder relationships, we work with them to build internal capacities for lasting stakeholder engagement. And, when stakeholder engagement is not enough, our professionals also provide mediation services for conflict resolution, a role few firms offer.

Kearns & West is recognized as a national leader in the field of collaborative technology, which ranges from simple webinars to sophisticated virtual engagements. We work with our clients to identify tools and technologies for reaching and involving members of the public in meaningful and lasting ways. We work alongside our clients to become conversant and adept at employing the tools they are already comfortable with and are then able to provide strategic guidance and suggest system improvements.

2. Proposed Approach to the Work

Facilitation Planning

At the initiation of our project, the Kearns & West team will develop a step-by-step training and meeting execution tool, known at our firm as a “facilitation plan.” This plan functions as a template, applicable across all calls, that explains each action that our team of facilitators will take to establish, manage, and close the public phone line. In total, the facilitation plan details the following items:

- Minute-by-minute technical guide for pre- and post-meeting setup.
- Detailed technical specifications for queue management platform and call screening.
- Facilitator role descriptions.
- Instructions for managing call queues and generating meeting reports.
- Troubleshooting and disruptive participant management guidelines.

- Contact information for day-of communication with City staff, including connections to Zoom or other message platforms, cell phone numbers, etc.

The facilitation plan will serve as the basis for training of the Kearns & West project team, ensuring effective and consistent services across meetings. Kearns & West will ensure that avenues for adaptive management and fine-tuning of the facilitation plan are provided to City of Gainesville and K&W team members through regular check-ins and reviews.

Schedule

Our team will schedule a kick-off meeting with City of Gainesville staff as soon as possible after contract award to discuss how best to manage the collaboration.

No less than seven days before the first public meeting that we will support with Public Comment Services, we will conduct a “dress rehearsal” with Gainesville staff and our team to test all technology and procedures and make sure everything runs smoothly.

No less than 30 minutes before each public meeting, our team will log onto the City’s interface and test technology.

Within 24 hours after the conclusion of each public meeting we support, our team will provide a log of all callers from the previous meeting to the City of Gainesville for their records.

On or around the 1st of each month, our team will touch base with City staff to debrief prior meetings and determine any needed course corrections, as well as review the schedule for the month ahead.

Day-of Services

Kearns & West proposes the use of two person teams to manage City meetings. One senior facilitator will function as the primary intermediary between members of the public, the Mayor, Commissioners, and advisory boards and committees. One junior facilitator will oversee call screening (for name and anticipated agenda item for comment), logging and recording caller information, managing technology, and providing timekeeping of individual comments. If the City anticipates an agenda item with unusually high call volume, Kearns and West will add team members to staff the call as needed.

System Setup

Our process for managing public comment includes establishing a digital “room” for interacting with public commenters that is separate from the platform used to hold the hybrid City meetings. The room, for example an UberConference call-management space, is tied to the toll-free number provided to members of the public. As members of the public dial into the line, they are greeted by our junior facilitator who will take information about their name and the agenda item(s) they would like to provide comment about. Establishing a separate room for taking in callers allows for processing of large numbers of public commenters (400 or above) without having to broadcast call screening to the meeting.

The facilitators will initiate the external public caller room 15 to 30 minutes prior to the beginning of the official meeting. At the start of the meeting, the external room will be bridged to the City meeting, providing the ability to play audio of the meeting to public commenters queuing to provide their comment and the ability to broadcast sound from the commenters to the meeting.

Our team is conversant in the use of Zoom, UberConference, and a litany of other digital meeting platforms. Kearns & West specializes in digital collaboration and remote engagement and our staffing for this project includes key leaders from our digital engagement team, capable of training other staff on technological intricacies while working strategically with the City to finetune approach and settings. Our use of a facilitation plan as the foundation for all activities ensures that our staff are prepared and conversant in any platform selected by the City, be it Zoom or a different tool.

Call Management

Upon providing their information, public commenters will be entered into a database that tracks agenda items, notes, status, and if they have spoken at previous meetings. This database serves two primary purposes. First, the database assists in organizing the call queue of the meeting, allowing callers who get disconnected or who drop off the line to regain their place in the queue upon returning. Second, Kearns & West will provide a copy of the database to the City Clerk as a record of callers and call processing from the meeting.

Commenter #	Phone Number	First Name	Last Name	Agenda Item(s)	Notes	Status	Last Week?
1	XXX-XXX-XXXX	Jane	Doe	1	Pronunciation or other technical matter	If spoke, if dropped, and when	Y/N

When indicated as an appropriate time for public comment, the senior facilitator will open a line between the meeting and the room for public comment, unmuting and introducing individual commenters organized in order of call-in time and intended agenda item to discuss. The junior facilitator will time comments, notifying the senior facilitator who can announce that allotted time has elapsed. The senior facilitator will progress through the queue of commenters until the list is exhausted or the end of the list of pre-screened callers is reached. If there are additional callers who have dialed in amid live public comment and who have therefore not been screened, the senior facilitator will either screen those callers live during the meeting or will request a moment to screen those callers entirely within the public comment room (not broadcasting the screening process). Where possible and where appropriate, the senior facilitator will communicate to the Mayor and Commissioners the total number of queued comments.

The room will function as a standing room, capable of being opened and activated at any time.

Staffing

Kearns & West is proposing a team of nine fully trained staff, five at the junior and four at the senior facilitator levels. This will allow for the flexibility to meet City needs in scheduling and supporting meetings. Given the frequency of regularly scheduled Thursday meetings and the potential for special sessions or for meetings to extend beyond anticipated hours, a bench of nine Kearns & West facilitators offers the flexibility to schedule meetings on reduced notice with the comfort of knowing that the City has the support to facilitate public comment. Staff member resumes are provided below.

Pricing Proposal

Kearns & West is proposing a roster of facilitators to support this work. In the proposed cost table, included below, we have provided costs assuming a senior facilitator at the director rate and the junior facilitator at the project coordinator rate. Depending on availability, meetings may be staffed by a senior facilitator at the senior director, director, or senior associate rate, and by a junior facilitator at the associate, project coordinator, or public comment assistant rate. If supported by a senior director, Kearns & West will seek to have the meeting supported by a project coordinator. We have also included the rate for our toll-free call-in line as a per-user, per-minute rate below.

Each month a detailed invoice is provided with a summary of work performed and meetings supported.

Overall Cost Proposal: \$195,175.00

Bundled Hourly Rate: \$155.00

Hourly Rate for all Supporting Positions

Classification	Hourly Rate
Senior Director	\$205.00
Director	\$185.00
Senior Associate	\$160.00
Associate	\$140.00
Project Coordinator	\$125.00
Public Comment Assistant	\$110.00
Toll-Free Number	\$.03/User/Minute

Proposed Costs for One Standard City Commission Meeting with 50 callers.

Classification	Hourly Rate	Hours	Cost
Director	\$185.00	7.5	\$1,387.50
Associate	\$125.00	7.5	\$937.50
Toll Free	\$.03/User/Minute	7.5	\$25.00
TOTAL			\$2,350.00

Attached to this proposal is a separate budget document providing additional details of the bid described above.

Gainesville	Director	Public Comment Coordinator	TOTALS	Assumptions/Notes
	\$185.00	\$125.00		
Subtask 0: Project Setup and Management				
0.1 Initial meeting with staff to discuss scope of work	2	2	4	A 1-hour project kick off meeting, including brief notes / action items
0.2 Facilitation Planning: Technology Setup, Step-by-Step Documentation and Training, Plan Communication to City of Gainesville teams	10	10	20	Assumes one dress rehearsal to make sure all works smoothly, documentation, 2x1-hour briefings with City of Gainesville teams for capacity building and training
0.3 Monthly check in	5.5	11	16.5	Monthly check in with City of Gainesville team as needed, includes half hour team call plus schedule tracker updates and brief discussion highlight and action item emails
0.4 Monthly Project Management & Reporting	5.5	11	16.5	detail the activities of the prior month, milestones, and deliverables, as well as any unanticipated challenges faced. The progress reports further define expectations for the level of effort and planned activities for each coming month.
0.5 Meeting Prep (Regular City Commission, Policy Committee, and Special Called meetings)	33	33	66	Assumes .5 hours of event prep for 22 Regular Commission Meetings, 22 Policy Committee meetings, and 22 special called meetings
0.6 Advisory Board Prep (assumes six meetings per month)	33	33	66	Assumes .5 hours of event prep for 6 advisory board meetings per month for 11 months
	Task 0 total hours	89	100	
		\$ 16,465.00	\$ 12,500.00	\$ 28,965.00
Subtask 1: Regular Commission and Policy Committee Meeting Support				
1.1 Regular Commission Meeting Support	7.5	7.5	15	Estimate is per regular Commission meeting
1.2 Policy Committee Meeting Support	4	4	8	Estimate is per Policy Committee meeting
1.3 Special Commission Meeting Support	3	3	6	Estimate is per special called Commission Meeting
	Per Commission Meeting Direct Costs		\$ 25.00	Assumes \$0.03 per person per minute, based on historical data
	Per Regular Commission Meeting Cost	\$ 1,387.50	\$ 937.50	\$ 2,350.00
	Per Policy Committee Direct Costs		\$ 15.00	Assumes \$0.03 per person per minute, based on historical data
	Per Policy Committee Meeting Cost	\$ 740.00	\$ 500.00	\$ 1,255.00
	Per Special Called Meeting Direct Costs		\$ 15.00	Assumes \$0.03 per person per minute, based on historical data
	Per Special Called Meeting Cost	\$ 555.00	\$ 375.00	\$ 945.00
	Expected Commission Meetings		22	
	Expected Policy Committee Meetings		22	
	Expected Special Called Meetings		22	
	Total Subtask One Estimate		\$100,100.00	
Subtask 2: Advisory Board Support				
2.1 Meeting Support	2.5	2.5	5	Assumes 2.5 hr meeting for DRB, CPB, HPB, CBB, UAB, and Magistrate
	Per Advisory Board Direct Cost Estimate		\$ 20.00	Assumes \$0.03 per person per minute based on historic estimates
	Per Advisory Board Cost Estimate	\$ 462.50	\$ 312.50	\$ 795.00
	Expected Advisory Board Meetings		66	Assumes one meeting per month for DRB, CPB, HPB, CBB, UAB, and Magistrate
	Total Subtask One Estimate		\$ 52,470.00	
	Total Labor Hours for all tasks	617	628	1245
	Total Labor Dollars for all tasks	\$114,145.00	\$ 78,500.00	\$ 192,645.00
	ODC's		\$ 2,530.00	
	Grand Total		\$ 195,175.00	

Qualifications

1. Statement of Qualifications

- A. Provide a technology solution capable of connecting with the City's broadcast system in two ways: via Zoom meeting platform and by dialing into a telephone line integrated into the City's broadcast equipment (one connection method to be used at a time). The vendor's proposal should describe the methods by which this integration will be accomplished.

Our process for managing public comment includes establishing a digital "room" for interacting with public commenters that is separate from the platform used to hold the hybrid City meetings. The room, for example an UberConference call-management space, is tied to the toll-free number provided to members of the public. As members of the public dial into the line, they are greeted by our junior facilitator who will take information about their name and the agenda item(s) they would like to provide comment about. Establishing a separate room for taking in callers allows for processing of large numbers of public commenters (400 or above) without having to broadcast call screening to the meeting.


The facilitators will initiate the external public caller room 15 to 30 minutes prior to the beginning of the official meeting. At the start of the meeting, the external room will be bridged to the City meeting via a dedicated telephone line provided by Kearns & West, providing the ability to play audio of the meeting to public commenters queueing to provide their comment and the ability to broadcast sound from the commenters to the meeting. Our team will also connect directly to the City of Gainesville's Zoom platform to announce callers and communicate with the Commission and City staff.

Our team is conversant in the use of Zoom, UberConference, and a litany of other digital meeting platforms. Kearns & West specializes in digital collaboration and remote engagement and our staffing for this project includes key leaders from our digital engagement team, capable of training other staff on technological intricacies while working strategically with the City to finetune approach and settings. Our use of a facilitation plan as the foundation for all activities ensures that our staff are prepared and conversant in any platform selected by the City, be it Zoom or a different tool.

- B. Provide a dedicated toll-free phone number that citizens may dial to share public comment directly with elected officials and/or board members during public meetings.

As described above, our team has provided a dedicated toll-free number for public comments to the City of Gainesville since April 2020. This toll-free number is and will be reserved for the City of Gainesville's exclusive use. A second toll-free number is available should two meetings need to occur simultaneously. Calls to the toll-free number during live meetings will go immediately to our team, and we are alerted by on-screen prompts as part of our interface. We manage this number through a third-party vendor that provides a report of each call into the line, as well as its duration. For a sample of the use of this toll-free number, please see the links below in subsection E.

- C. Provide an experienced moderator to facilitate communication among staff, public callers and meeting participants, including elected officials, before and during meetings.



As described elsewhere in this proposal, our team of moderators is led by Dr. Larry Schooler, an award-winning and veteran moderator who has worked with local, county, regional, state, and federal government agencies across the United States for more than a decade. Beyond his work experience, Dr. Schooler holds a PhD in Conflict Resolution Studies and has authored a manual on the facilitation of public meetings. He has trained government professionals from across the U.S. in facilitation skills.

Our team includes several other experienced moderators who will provide services to the City of Gainesville on a rotating basis. Their resumes and experience are included below in this proposal on the following pages.

D. Demonstrate capacity to answer, screen and manage a high volume of calls in an efficient and professional manner on multiple agenda items.

Our team has provided these services to the City of Gainesville since April 2020, supporting a wide array of meeting types with multiple agenda items taken up during each meeting. Our experience has included meetings where high-profile, controversial topics have drawn high volumes of callers, such as discussion of future funding for the Gainesville Police Department and issues related to recovery from and management of the COVID-19 pandemic. For a demonstration, please visit the link below.

E. Demonstrate experience providing telephone technology solutions and services to government agencies (or similar clients) in the past 3-5 years. Provide a link to a recent sample recording of a meeting in which the bidder has provided live telephone public comment services similar to those described in this RFP.

The California High-Speed Rail Authority (Authority) is responsible for planning, designing, building, and operating the first high-speed rail in the nation. Kearns & West leads stakeholder engagement efforts to support environmental review of two sections of the California High-Speed Rail Project: San Francisco to San Jose and San Jose to Merced. Kearns & West designs and implements a variety of engagement activities including public workshops and open houses, community and technical working groups meetings, targeted outreach to low-income and limited English-proficient communities (over 200 community meetings to date), landowner coordination on the Authority's permission to enter process, and outreach and information material development. Kearns & West manages and conducts outreach for a \$150 million community benefits initiative of the Authority. K&W manages the development of materials and overall preparation for working group meetings, open houses, and community outreach for both Project Sections. K&W implemented a successful and equitable transition from in-person to virtual events and resource sharing during a CEQA/NEPA comment period in response to COVID-19.

As mentioned above, we have provided virtual public comment services to the City of Gainesville for its regular commission meetings, policy committee meetings, special called meetings, and advisory board meetings since April 2020. Below is a link to services provided to the City of Gainesville: City Commission Meeting, October 15, 2020: http://gainesville.granicus.com/player/clip/4120?view_id=2&redirect=true

We have provided similar (virtually identical) services to Travis County (Austin, Texas) since March 2020. Below is a link to services provided to Travis County (Austin), Texas: County Commissioners Court Meeting, June 23, 2020: <http://traviscountytexas.iqm2.com/Citizens/SplitView.aspx?Mode=Video&MeetingID=2018&Format=Minutes>



Resumes

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DR. LARRY SCHOOLER

SENIOR FACILITATOR, PROJECT MANAGER



- Austin, Texas
- lschooler@kearnswest.com
- 512.387.4876

EXPERTISE

- Facilitation & Consensus Building
- Mediation
- Public Involvement
- Digital Engagement & Technology
- Stakeholder Engagement & Outreach
- Process Strategy
- Strategic Communications
- Strategic Planning
- Event Logistics & Management
- Project Management and Execution
- Teaching & Training
- Public Policy
- Land Use and Urban Planning
- Transportation

EDUCATION & CERTIFICATIONS

BA, History

Yale University | New Haven, CT

MS/PhD, Conflict Analysis and Resolution

Nova Southeastern University | Davie, FL

Certificate in Public Participation

International Association for Public Participation

SUMMARY OF QUALIFICATIONS

After an award-winning career as a journalist across the globe, Larry Schooler became a mediator, facilitator, public engagement consultant, and educator. He works with agencies around the world to resolve disputes, build consensus and involve the public and stakeholders in decisions that will affect them.

Dr. Schooler established the first public engagement division for the City of Austin, Texas, one of the first of its kind nationally, where he designed innovative and award-winning tools for involving the public in decision-making like Conversation Corps and the reverse town hall award-winning broadcast series "A View from You". He has worked with municipal, county, state, and federal government agencies, as well as nonprofit and religious organizations. His work has been recognized by (among others) the National League of Cities, the National Conference of State Legislatures, and the Harvard School of Government. He also earned the Peacemaker Award from the Austin Dispute Resolution Center for his efforts on a longstanding community conflict. Dr. Schooler served as president of the International Association for Public Participation (U.S. affiliate) and has taught at Southern Methodist University and the University of Texas at Austin. He is a senior fellow at the National Civic League and the Annette Strauss Institute for Civic Life at the University of Texas at Austin and was a subject matter advisor for 100 Resilient Cities.

Prior to his work in government, Dr. Schooler produced stories for National Public Radio and Voice of America, anchored live coverage, and moderated public forums. Dr. Schooler holds a bachelor's degree from Yale and a doctoral degree in conflict resolution from Nova Southeastern University. He is the author of a manual entitled "Keys to an Effective Public Meeting" and a forthcoming book on truth and reconciliation commissions, entitled Truth Talks.

RELEVANT EXPERIENCE

Travis County Virtual Commissioners Court Services

Dr. Schooler has designed and managed Travis County's virtual public comment protocol since its inception in March 2020. He developed and tested the back-end mechanisms, trained staff, and handled hosting responsibilities for weekly (regular) Commissioners Court meetings, work sessions, and special called meetings. Of note, Dr. Schooler managed large public comment processes during deliberations over economic development agreements with Tesla, with upwards of 50 to 75 callers across several meetings.



Gainesville, Florida, Virtual Public Comment Services

Dr. Schooler has designed and managed virtual public comment protocol for the City of Gainesville, Florida, since its inception in April 2020. He developed and tested the back-end mechanisms, trained staff, and handled hosting responsibilities for regular City Commission meetings (twice per month), Commission work sessions (twice per month), special called meetings (several in the wake of COVID-19), and a half dozen Commissioners Court meetings, work sessions, and special called meetings. Of note, Dr. Schooler managed large public comment processes during deliberations over economic development agreements with Tesla, with upwards of 50 to 75 callers across several meetings.

“A View From You”

Larry developed the concept for a “reverse town hall” broadcast and has produced and hosted televised meetings for clients across the United States. The broadcasts have each attracted thousands of attendees and earned recognition from the National Civic League, several universities, and state and national associations of government/public access television stations.

Project Connect Facilitator & Public Engagement Consultant

Larry oversaw public engagement for this multi-year effort designed to address the public transportation needs for Central Texas. He crafted messaging and collateral, including an informational video, to explain the need for deeper investment in public transportation. Dr. Schooler helped design and facilitate public meetings, including a televised town hall, and helped analyze results of engagement.

PUBLICATIONS

- [Truth Talks: Resolving Conflict Together in North America’s Truth and Reconciliation Commissions](#)
- [Facilitating Productive Public Meetings: A Manual](#)
- Op-ed pieces in [USA Today](#), Huffington Post, other newspapers, Harvard Kennedy School blog, etc.

ADAM R. SASLOW, MPPM

SENIOR FACILITATOR, SENIOR DIRECTOR



- Atlanta, GA
- asaslow@kearnswest.com
- 770.377.5613

EXPERTISE

- Public Involvement
- Facilitation & Mediation
- Stakeholder Engagement & Outreach
- Process Strategy
- Meeting Facilitation
- Strategic Planning
- Collaborative Solutions
- Strategic Communications
- Project Management and Execution

EDUCATION & CERTIFICATIONS

Graduate

Institute for Georgia's Environmental Leadership (IGEL)

Master's Degree in Public and Private Management

Yale University | New Haven, CT

BS, Management and International Finance

New York University | New York, NY

RECENT AWARDS

US EPA

National Notable Achievement Award for Communications, Partnerships and Analysis (2018)

SUMMARY OF QUALIFICATIONS

Adam is a public policy expert, strategist, and builder of collaborative solutions. He has worked with and on an extensive array of environmental and natural federal, state, and local programs – and the policies that support them. He is a Senior Facilitator at Kearns & West bringing more than 22 years of experience in public participation, community involvement and the facilitation of multi-stakeholder groups. Adam has dedicated his career to creating safe environments for people to make their own best decisions.

Adam obtained his master's degree in Public and Private Management from Yale University's School of Organization and Management in 1991. He then became a Waste Policy Analyst and, later, a Special Assistant with the U.S. Environmental Protection Agency. Since leaving the federal government in 1998, he has helped agencies and stakeholders to resolve some of America's most intractable issues.

RELEVANT SELECTED EXPERIENCE

Scoping Meetings: Grazing, US DOI Bureau of Land Management

Adam led a Kearns & West team that managed logistical and design support for BLM's public meeting strategy, including the development of outreach materials, digital project needs assessment, and facilitation planning. Adam guided facilitation teams that worked closely with BLM staff at each of the meeting locations, providing opportunities for conversation between BLM staff and 180-275 members of the public at each location. Following the conclusion of the meetings, Kearns & West produced a set of meeting summaries, digitizing written comments, and summarizing key themes expressed during the meetings.

Strategic Planning and Performance Management Systems: City of College Park, GA

During COVID19 restrictions, Adam designed and guided a virtual process in which City officials aligned a strategic plan and performance standards for City Council and the leadership team. Through extensive digital communications, the City's strategic plan was updated and goals, objectives and key tasks were connected to the appraisal and evaluation systems used by the City.

Groundwater in Texas: TX Water Development Board, Austin, TX

Designed the collaborative process to study the management of groundwater resources for the Texas Water Development Board. Developed, organized, and managed a groundwater management workshop for more than 125 attendees and participants. Subsequently convened a series of meetings to discuss critical issues, including:

- Groundwater district operations;
- Potential for greater cooperation between neighboring and distant districts; and,
- Recommendations to the Texas Senate Natural Resources Committee on the future of strategic and sustainable groundwater management.

Kyle Vint

SENIOR FACILITATOR, DIRECTOR



- Washington, DC
- kvint@kearnswest.com
- 202.559.3672

EXPERTISE

- Strategic Communications
- Issue and Policy Research
- Stakeholder Assessment
- Material Development
- Messaging
- Collaborative Solutions

EDUCATION & CERTIFICATIONS

BA, Political Science

University of Iowa | Iowa City, Iowa

MA, Communication Studies

Baylor University | Waco, Texas

PhD Candidate, Communication Studies

University of Iowa | Iowa City, Iowa

SUMMARY OF QUALIFICATIONS

Kyle Vint is a director at Kearns & West with a background in leveraging technology to enhance communication between experts and the public. He has a master's degree and is completing a Ph.D. in Communication Studies with concentration in evaluating the persuasive capacities of stakeholders engaging in environmental subject matters.

Kyle has experience planning and facilitating a diversity of public events that employ a variety of tools and technologies to expand the reach of communications and deepen dialogue. Kyle works closely with clients to identify, implement, and refine technologies to meet the needs of and to develop trust with stakeholder communities.

RELEVANT EXPERIENCE

City of Gainesville (FL) Commission Meeting Support

Kyle is working with the City of Gainesville, Florida, to facilitate public comment and participation in city meetings considering Covid-19. Kearns & West assists identifying and implementing technological approaches that allow for members of the public to call in and share comment during city meetings. The team manages caller queues, sorts callers to the agenda items they intend to comment on, and interfaces with elected officials and city staff to introduce members of the public for comment at designated times. To help ensure effective organization of members of the public waiting to comment, and to ensure that the meeting and meeting broadcast are unaffected by background interaction with callers, the team manages a webinar system and secondary call system that can be bridged during comment periods

Arlington County (VA) Water and Sewer Rate Study Civic Engagement

Kyle is assisting Arlington County, Virginia's civic engagement efforts as part of their Water and Sewer Utility Rate Study. The study assesses whether its existing rate structure is aligned with County pricing objectives, and models rate alternatives that may better suit the financial and operational needs of the County-owned utility and its customers. Kyle has facilitated interviews across Arlington County agencies, led the design of project infographics, developed a robust civic engagement plan, and is assisting in managing civic engagement alignment with ongoing technical study and rate development activities.

Bureau of Land Management Grazing Scoping Meetings

Kyle managed logistical and design support for BLM's public meeting strategy, including the development of outreach materials, digital project needs assessment, and facilitation planning. Kyle coordinated the projects logistics, including managing venue acquisition for four meetings, travel scheduling for eight staff, publicizing meetings in local and national print news sources, shipping project materials to all meeting locations, and design and development of handouts and posters.

JENNA TOURJÉ, AICP

SENIOR FACILITATOR, DIRECTOR



- Orange County, CA
- JTOURJE@kearnswest.com
- 760-296-9355

EXPERTISE

- Public Involvement
- Stakeholder Facilitation
- Urban and Environmental Planning

EDUCATION & CERTIFICATIONS

MURP, Urban and Regional Planning

University of California, Irvine, 2011

BA, International Development

University of California, Irvine, 2007

American Institute of Certified Planners (AICP)

American Planning Association

Certificate, Public Participation

International Association of Public Participation (IAP2)

MEMBERSHIPS

American Planning Association, Orange County Chapter (OC-APA)

International Association of Public Participation (IAP2)

SUMMARY OF QUALIFICATIONS

Jenna Tourjé is a Director at Kearns & West with 13 years of experience in community engagement, stakeholder facilitation, and urban planning. She is passionate about partnering with communities on the path to creating healthy, whole, and equitable places, where people love where they live and have a voice and a stake in the future. Through her experience as an outreach professional, urban planner, and educator, Jenna's unique expertise informs each one of her projects. She has led and facilitated stakeholder and community engagement at the regional and local level related to General Plans, Specific Plans, transit-supportive development, active transportation, healthy communities, transportation planning, and parks and open space.

RELEVANT EXPERIENCE

City of Los Angeles Department of Water and Power 100% Renewable Energy Study Advisory Group

Jenna is part of the core project team for the study, working with the Mayor's Office, Department of Water and Power, and the National Renewable Energy Lab. She has been instrumental in designing the process for engaging stakeholder input per direction of a City Council motion, which involves environmental, neighborhood health, rate payer, energy supply, and business interests. She has also supported numerous LADWP citywide and neighborhood public involvement programs for policy and capital projects over last 12 years.

Edwards Air Force Base (AFB) Empathy & Risk Communications, ESA

Edwards Air Force Base conducted public hearings about contentious solar projects on the base and in the Mojave Desert. The structure of their meetings does not allow for much interaction with the public, but the Air Force wanted to make sure they displayed empathy towards the public at Open House meetings and Public Hearings. Jenna developed a Risk Communication and Empathy Training relating to employing empathy in public meetings. The training included practice on diffusing public angst and outrage, effective communication, and responsiveness. In addition, Jenna developed a "tip sheet" for participants to use in preparation for the CEQA/NEPA process.

City of Los Angeles, Sea Level Rise Adaptation Planning/Venice Local Coastal Program Update

For the series of community workshops, Jenna has assisted with facilitating discussions with community members to convey information about climate-related flooding risks, community vulnerabilities, and mitigation concepts. Facilitation has required special attention to effective communication techniques for the ethnically and economically diverse communities in Venice.

City of Indian Wells, General Plan Update

Jenna leads outreach for the Indian Wells General Plan Update. The Update is starting amidst Covid-19 stay-at-home orders, and outreach will be facilitated online and with limited technology tools.

SAMANTHA RAMSEY

FACILITATOR, ASSOCIATE



- Washington, DC
-
- sramsey@kearnswest.com
-
- 202.665.4647

EXPERTISE

- Stakeholder Engagement & Outreach
- Strategic Communications
- Media Relations
- Collaborative Technology
- Meeting Support
- Material Development
- Issue and Policy Research

EDUCATION

BA, Political Science, May 2019

Christopher Newport University |
Newport News, VA

SUMMARY OF QUALIFICATIONS

Samantha Ramsey is an Associate at Kearns & West with experience in strategic communications, media relations, collaborative technology, and policy engagement. Samantha's work at Kearns & West includes providing material development, strategic communication plans, and outreach support for state and federal agencies. Sam is a leader in Kearns & West digital engagement practice, assessing and deploying impactful, collaborative technologies across the firm.

RELEVANT EXPERIENCE

National Wind Coordinating Collaborative (NWCC) Outreach and Communications Support

Samantha is working with the NWCC to expand outreach activities and to enhance communications, coordinating a wide array of stakeholders interested in addressing challenges to the wind industry posed by impacts to wildlife. Samantha has aided in the preparation of monthly NWCC email newsletters by editing and formatting mailers, employing MailChimp for distribution. She also helps to lead technical facilitation for NWCC webinars. Seeking to broaden the reach and deepen engagement with NWCC products, Kearns & West is undertaking an outreach analysis to identify additional target venues and to plan future product development.

Arlington County (VA) Water and Sewer Rate Study Civic Engagement

Samantha is assisting Arlington County, Virginia's civic engagement efforts as part of their Water and Sewer Utility Rate Study. The study assesses whether its existing rate structure is aligned with County pricing objectives, and models rate alternatives that may better suit the financial and operational needs of the County-owned utility and its customers. Sam has coordinated interviews across stakeholders, developed robust meeting summaries from engagement events, and is assisting in managing civic engagement alignment with ongoing technical study and rate development activities.

Bureau of Land Management (BLM) Socioeconomics Program Webinar Support

Kearns & West supports the BLM Socioeconomics Program's webinar series aimed at outreach and training for BLM staff on socioeconomics resources and tools they can use as a part of their environmental analyses. Kearns & West is further supporting the development of an online portal to house BLM Socioeconomics Program resources in a way that is accessible and useful for BLM staff across district and field offices. Samantha provides strategic planning, logistics and technical support for the webinar series.

CAISEY HOFFMAN

FACILITATOR, PROJECT COORDINATOR



- Washington, D.C.
-
- choffman@kearnswest.com
-
- 202.769.0563

EXPERTISE

- Meeting Support
- Material Development
- Stakeholder Engagement
- Event Planning
- Strategic Communications
- Collaborative Technology

EDUCATION & CERTIFICATIONS

BS, Natural Resource Policy & Management, June 2018

Oregon State University
Corvallis, Oregon

SUMMARY OF QUALIFICATIONS

Caisey Hoffman is a Collaborative Technology Team Coordinator at Kearns & West with experience in managing logistical timelines, database management, and strategic communications. Caisey's work at Kearns & West includes providing material development, meeting support, and collaborative technology support. Caisey leads the day-to-day activities of the Kearns & West digital engagement practice, creating and implementing process and best practices for deployment of new tools and communication platforms.

RELEVANT EXPERIENCE

U.S. Environmental Protection Agency (EPA) Trash Free Waters Program

Kearns & West supports the development of the federal Trash Free Waters program and webinar series which is aimed at outreach and engagement for EPA staff. The webinar focuses on resources and tools that reduce and prevent trash from entering large aquatic ecosystems by catalyzing national, regional, and local initiatives by government agencies and non-governmental organizations. Caisey provides material development, logistics and technical support for the webinar series.

Earth Day Global Youth Forum

March for Science

March for Science hosted a three-day virtual conference to celebrate the 50th anniversary of Earth Day. Caisey coordinated livestream production, agenda creation, graphic design for social media, user guides for speakers, and troubleshooting.

United Nations Youth Climate Summit

March for Science

At the first Youth Climate Summit the UN hosted, March for Science's produced an all-day Media Zone which highlighted various climate change advocates and their devoted projects to achieving specific Sustainable Development Goals (SDGs) from all over the country. Caisey assisted the livestream production, agenda creation, social media management, and spoke on a panel addressing the importance of the 50th anniversary of Earth Day.

City of Dallas Climate Action Plan

EarthX

In collaboration with the City of Dallas, the Stakeholder Advisory Committee was identified through environmental and business leaders to support data revision, goal mapping, and stakeholder engagement for the Comprehensive Environmental & Climate Action Plan. Caisey participated as an EarthX member and an active youth voice to ensure that the younger generation was marketed to participate in formal community meetings and survey suggestions.

Sara Omar

FACILITATOR, SENIOR ASSOCIATE



- Washington, DC
- somar@kearnswest.com
- 202.559.3776

EXPERTISE

- Conflict Resolution Analysis
- Policy Research
- Collaborative Dispute Resolution
- Material Development
- Meeting Facilitation
- Stakeholder Assessment
- Media and Politics

EDUCATION & CERTIFICATIONS

M.S., Conflict Analysis and Resolution

George Mason | Arlington, VA

B.A., International Politics

Georgetown | Washington, DC

Certificate, Media and Politics

Northwestern University

MEMBERSHIPS

Association of Conflict Resolution, Environmental & Public Policy Section, Diversity, Equity and Inclusion Leadership Committee

SUMMARY OF QUALIFICATIONS

Sara Omar is an Associate at Kearns & West with over four years of experience in qualitative analysis, international relations, environmental conflict analysis and resolution, and facilitation. She has a master's in Conflict Analysis and Resolution with a focus on environmental conflict resolution and environmental justice. Prior to joining Kearns & West, Sara supported the Department of the Interior's Office of Collaborative Action and Dispute Resolution and worked as a Research Data Assistant at Bloomberg BNA.

RELEVANT EXPERIENCE:

New York State Energy Research and Development Authority (NYSERDA) Residential Market Advisory Group (RMAG)

Sara provided facilitation support for NYSERDA in their initiative of bringing residential market stakeholders together to identify clean energy solutions. This consisted of convening an advisory group and sub-committees that focused on specific topic areas. Sara provided facilitation support for a multi-stakeholder knowledge exchange session. She also provided support in developing meeting approaches, drafting annotated agenda, and designing interactive webinars that include polling, surveys, and evaluations to broaden engagement and accessibility. Additionally, Sara organized four-hour long webinars with approximately 50-75 attendees. Webinar support included supporting meeting topic and materials development, recruit presenters and participants, document meeting notes and outcomes and develop detailed theme specific meeting summaries.

Bureau of Land Management Grazing Scoping Meetings

Sara provided logistical support for BLM's public meeting strategy, including the development of outreach materials, digital project needs assessment, and facilitation planning. Sara coordinated the projects logistics, including managing venue acquisition for four meetings, travel scheduling for eight staff, publicizing meetings in local and national print news sources, shipping project materials to all meeting locations, and design and development of handouts and posters.

Environmental Protection Agency (EPA) Office of the Administrator (AO) Performance Dashboard

Sara provides project support by engaging with EPA senior leadership to define a Performance Dashboard product, and capture assumption of team needs and challenges. Sara also supports the design and facilitation of interviews and other user engagement activities with leadership across the agency. Sara develops meeting notes, action items, and briefing memos that highlights challenges and user needs with performance management.

Abby Fullem

FACILITATOR, ASSOCIATE



- San Francisco, California
- afullem@kearnswest.com
- (415) 651-2598

EXPERTISE

- Stakeholder Collaboratives
- Community Engagement
- Stakeholder Assessments
- Materials Development
- Land Use
- Transportation
- Climate Adaptation
- Diversity, Equity & Inclusion

EDUCATION & CERTIFICATIONS

BS, Geology

Haverford College | Haverford, PA

Alternatives to Violence Project | Levels 1 and 2 Mediation Certificate

Haverford, PA and Tucson, AZ

SUMMARY OF QUALIFICATIONS

Abby Fullem is an Associate at Kearns & West with experience in stakeholder collaboratives, meaningful community engagement, and equitable decision-making. She has a strong background in project management and supporting senior mediators design and facilitate collaborative processes. Abby leverages these skill sets to support processes focused on transportation, working landscapes, land-use planning, watershed-based collaboration, outdoor recreation, and climate adaptation. Abby holds a bachelor's degree in geology from Haverford College and enjoys working in the nexus of science, policy, and implementation.

RELEVANT EXPERIENCE

California High-Speed Rail Authority San Jose to Merced Project Section Environmental Outreach

The California High-Speed Rail Authority (Authority) is responsible for planning, designing, building, and operating the first high-speed rail in the nation. Kearns & West leads stakeholder engagement efforts to support environmental review of two sections of the California High-Speed Rail Project: San Francisco to San Jose and San Jose to Merced. Kearns & West designs and implements a variety of engagement activities including public workshops and open houses, community and technical working groups meetings, targeted outreach to low-income and limited English-proficient communities, coordinating with landowners on the Authority's permission to enter process, and developing outreach and information materials. Abby manages the development of materials and overall preparation for working group meetings, open houses, and community outreach for both Project Sections. Abby implemented a successful and equitable transition from in-person to virtual events and resource sharing during a CEQA/NEPA comment period to respond to COVID-19.

Kearns & West leads the Environmental Justice (EJ) outreach for the Project to ensure that information is appropriately and equitably disseminated to focus communities. In this effort, Abby convenes conversations with community service providers, community leaders and members on potential and disproportionate impacts and benefits of the Project to inform the environmental review process under CEQA/NEPA, as well as a robust community benefits effort. Abby coordinates with the Authority, consultant team, jurisdictional and community leaders and members to design and conduct in-language meetings, webinars, and social media outreach.

City of Pacifica Beach Boulevard Seawall Replacement Project

Kearns & West was hired by the City of Pacifica, CA, to develop and implement a strategy for public participation and engagement for an effort to replace the City's Seawall. To support this effort, Abby helped develop the engagement plan, conduct a stakeholder assessment, design an interactive and engaging online survey, coordinate with other regulatory agencies, design a factsheet, and prepare for public workshops.

Christian Mendez

FACILITATOR, ASSOCIATE



- Los Angeles, CA
- Cmendez@kearnswest.com
- 951-465-7731

EXPERTISE

- Public Involvement
- Stakeholder Engagement
- Participatory Process Design
- Urban and Regional Planning
- Spanish Public Speaking

EDUCATION & CERTIFICATIONS

BSW, Social Work

La Sierra University | Riverside, CA

MURP, Urban and Regional Planning

University of California Los Angeles |
Los Angeles, CA

MEMBERSHIPS

American Planning Association – Los Angeles Chapter

San Marcos General Plan Update

The City of San Marcos is currently in the process of completing a general plan update. Christian is supporting the management of the community engagement phase of this project. The engagement phase includes several workshops and pop-ups through the city aimed at both providing information and creating engagement opportunities for all residents. It is the goal of this project to provide residents with interactive engagement opportunities throughout the City of San Marcos. Christian is also supporting the creation of graphic materials and facilitation of workshops.

SUMMARY OF QUALIFICATIONS

Christian Mendez is a Bilingual Outreach Specialist at Kearns & West and brings ten years of experience in community engagement, organizing, and participatory process design in Southern California. Christian recently completed a Master's of Urban and Regional Planning from the University of California, Los Angeles, focusing on design, land use, and participatory planning.

Christian brings valuable insights into conducting community engagement across Los Angeles and currently resides in Los Angeles. Before joining Kearns & West, Christian held a department fellowship with the Los Angeles Department of Transportation, working on Vision Zero. He supported the roll-out of the engagement process, which included social climate analysis as well as coordination with community-based organizations contracted to support the program efforts.

RELEVANT EXPERIENCE

City of Newport Beach Listen & Learn for Future General Plan Update

Christian is providing design and engagement support in this multi-pronged engagement project. His role includes supporting the development of graphics and assets for the engagement process. In addition to facilitating small meetings and interviews, his role includes outreach documentation, stakeholder research, and logistics coordination.

City of Burbank Citywide Complete Streets Plan

Christian provided support in the development process and engagement of residents in the City of Burbank. His role included the design and activation of planning activities associated with engagement events. Christian supported the engagement process for the duration of the project with outreach documentation, logistic coordination, and graphic design.

California High-Speed Rail Authority San Jose to Merced Project Section Environmental Outreach

The California High-Speed Rail Authority is responsible for planning, designing, building, and operating the first high-speed rail in the nation. Kearns & West leads stakeholder engagement efforts to support environmental review of two sections of the California High-Speed Rail Project: San Francisco to San Jose and San Jose to Merced. Christian managed website design and implementation of a project open house page that served as the basis for click and dial-in open house meetings facilitated by Christian and others at Kearns & West.

BETHANY TAYLOR

PROJECT COORDINATOR



- Austin, TX & Redwood City, CA
- btaylor@kearnswest.com
- 913.515.2132

EXPERTISE

- Meeting & event logistics
- Report writing
- Proofing & editing
- Data collection & analysis

EDUCATION

Bachelor of Arts, Psychology

University of Richmond | Richmond, VA

SUMMARY OF QUALIFICATIONS

Experienced professional with more than 10 years of success in the fields of marketing events & tradeshow, public involvement, and market research practices. Accomplishments include:

- Managing logistics for trade shows and hundreds of regional, society meetings across the U.S.
- Planning intricate details for medical education courses across the U.S. (120+ courses in 3.5 years)
- Presenting and clearly communicating all event details and instructions to internal exhibitors and faculty
- Adeptly coordinating virtual public engagement for city council meetings
- Arranging logistics for public meetings, groundbreakings, and ribbon cutting ceremonies
- Creating surveys/assessments and analyzing feedback
- Developing qualitative and quantitative reports based on survey data and focus groups
- On-site problem-solving and resourcefulness while keeping calm under stressful and time-sensitive conditions
- Precise budget tracking and expense reconciliation

RELEVANT EXPERIENCE: PUBLIC ENGAGEMENT

UMLAUF Sculpture Garden & Museum: Strategic Plan

Public Engagement Coordinator | 2019-2020

This strategic planning project was requested by UMLAUF Sculpture Garden & Museum, a highly regarded non-profit in Austin, TX, with the intent to boost fundraising efforts and Board membership as well as expand their collection and programming to become a premier art destination. I assisted Dr. Larry Schooler of Kearns & West with scheduling individual interviews with Board members, organizing a focus group for UMLAUF's volunteers, and assisting at the Board retreat. Using the extensive and detailed notes that I took, I developed a timeline of actionable items for the Board to work toward their goals and visions for the future of UMLAUF, as well as a summary incorporating the input from the interviews, focus group, and retreat.



City of Round Rock, TX: Red Bud Lane Expansion Project

Public Engagement Coordinator | 2019-2020

This public relations project included the development of project materials intended to inform Round Rock residents of upcoming construction and improvements to be made to a major roadway that runs along residential neighborhoods and businesses. While maintaining regular communications with the City's project manager, I researched and booked an appropriate location and date for a public meeting, created a room layout and flow, publicized the event on various social media channels, conducted a mailing to residents and businesses, edited and ordered display materials and signage, and collected comments from the public at the meeting.

RELEVANT EXPERIENCE: MEETING, EVENT, & TRADESHOW MANAGEMENT

Paradigm Spine, LLC: North American Spine Society (NASS) Annual Meeting

Event Manager (Contractor) | 2018

For the year's biggest conference in the spine industry, I managed the booth orders for our exhibit (i.e., electricity, material handling, shipping, labor, etc.), the hotel room block for our internal and faculty attendees, conference badge orders, and coordinated booth shipping, construction, and tear-down with our exhibit house. I sourced an ideal location for a reception to host surgeons and sales distributors, ordered catering, coordinated display tables with the marketing team, and managed the sign-in table to ensure compliance with the Sunshine Act. I held regular conference calls with the leadership team and clearly communicated the week's details to all internal attendees and presented logistical information to our group on-site at a pre-conference meeting. I worked alongside marketing communications to develop and order new marketing materials and reception invitations specific to the meeting. I scheduled and managed various dinner reservations in downtown Los Angeles for the sales team and executives to use at their leisure. Post-meeting, I ensured that all materials were shipped back to the correct destinations.

Zimmer Biomet and LDR Spine: Various regional industry meetings

Convention Services Associate Manager | 2014-2018

In support of sales and marketing initiatives, medical device companies participate in dozens of annual, regional conferences with an exhibit booth. This requires meeting registration and payment deadlines, booking lodging for attending employees, potential meeting sponsorships for additional marketing exposure, regular communication with the society's staff that is hosting the meeting, shipping display materials and product literature, and providing clear directions the sales and marketing employees attending the meeting. Tracking meeting spend throughout the year is also vital for staying on budget. While in this role, I handled logistics for over 100 of these meetings, primarily covering the western half of the U.S.

RELEVANT EXPERIENCE: MARKET RESEARCH

Colonial Williamsburg Historic Area: Guest Feedback & Reporting

Junior Research Analyst | 2005-2008

I managed a team of 'intercept' interviewers who screened Colonial Williamsburg visitors for the potential to complete guest feedback surveys. On a monthly and quarterly basis, I created quantitative reports that displayed visitors' satisfaction levels with all aspects of the Historic Area and incorporated insightful comments from the surveys.

Goodwill Industries: Customer Focus Groups

Junior Research Analyst | 2006

I assisted with the recruiting and logistics of these in-house focus groups consisting of customers who regularly shopped at Goodwill stores. After taking extensive notes of the comments and conversations from all groups, I constructed a qualitative report of insights that was delivered to the client.



Required Documents

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DRUG-FREE WORKPLACE FORM

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

Kearns & West, Inc.

does:

(Name of Bidder)

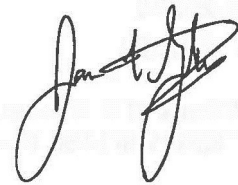
1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about 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 the 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 or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

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

Bidder's Signature

01/04/2021

Date



In the event of a tie bid, bidders with a Drug Free Workplace Program will be given preference. To be considered for the preference, this document must be completed and uploaded to DemandStar.com with your Submittal.

BIDDER VERIFICATION FORM

LOCAL PREFERENCE (Check one)

Local Preference requested: YES NO

A copy of the following documents must be included in your submission if you are requesting Local Preference:

- Business Tax Receipt
- Zoning Compliance Permit

QUALIFIED SMALL BUSINESS AND/OR SERVICE DISABLED VETERAN BUSINESS STATUS (Check one)

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Small Business? YES NO

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Service-Disabled Veteran Business? YES NO

LIVING WAGE COMPLIANCE

See Living Wage Decision Tree:

(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.

REGISTERED TO DO BUSINESS IN THE STATE OF FLORIDA

Is Bidder registered with Florida Department of State's, Division of Corporations, to do business in the State of Florida?

YES NO (refer to Part 1, 1.6, last paragraph)

If the answer is "YES", provide a copy of SunBiz registration or SunBiz Document Number (# _____)

If the answer is "NO", please state reason why: Kearns & West, Inc. has an office in Washington DC in which our East Coast work is conducted out of. Given the current pandemic, our employees work from home.

DIVERSITY AND INCLUSION (Applies to solicitations above \$50,000)

Does your company have a policy on diversity and inclusion? **YES** **NO**

If yes, please attach a copy of the policy to your submittal.

Note: Possessing a diversity and inclusion policy will have no effect on the City's consideration of your submittal, but is simply being requested for information gathering purposes.

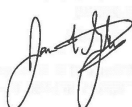
Kearns & West, Inc.

Bidder's Name

Jason Gershowitz, Principal

Printed Name/Title of Authorized Representative

Signature of Authorized Representative



01/04/2021
Date

This page must be completed and uploaded to DemandStar.com with your Submittal.

REFERENCE FORM

Name of Bidder: Kearns & West

Provide information for three references of similar scope performed within the past three years. You may include photos or other pertinent information.

#1 Year(s) services provided (i.e. 1/2015 to 12/2018): 4/2020 to present

Company Name: City of Gainesville
Address: 200 East University Ave
City, State Zip: Gainesville FL 32601
Contact Name: Omichele Gainey
Phone Number: 352-681-9087 Fax Number: _____
Email Address (if available): GaineyOD@cityofgainesville.org

#2 Year(s) services provided (i.e. 1/2015 to 12/2018): 4/2020 to present

Company Name: Travis County
Address: 700 Lavaca St.
City, State Zip: Austin, TX 78701
Contact Name: Joyce Miller
Phone Number: 512-854-7820 Fax Number: _____
Email Address (if available): Joyce.Miller@TravisCountyTX.Gov

#3 Year(s) services provided (i.e. 1/2015 to 12/2018): 2016-present

Company Name: California High-Speed Rail Authority, Northern California Regional Office
Address: 100 Paseo de San Antonio, Suite 300
City, State Zip: San Jose, CA 95113
Contact Name: Boris Lipkin, Northern California Regional Director
Phone Number: (408) 277-1085 Fax Number: _____
Email Address (if available): boris.lipkin@hsr.ca.gov

Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type.
See Specific Instructions on page 3.

<p>1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.</p> <p>Kearns & West</p>	
<p>2 Business name/disregarded entity name, if different from above</p>	
<p>3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.</p> <p> <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input checked="" type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate </p> <p> <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ </p> <p>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</p> <p><input type="checkbox"/> Other (see instructions) ▶ _____</p>	<p>4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):</p> <p>Exempt payee code (if any) _____</p> <p>Exemption from FATCA reporting code (if any) _____</p> <p><small>(Applies to accounts maintained outside the U.S.)</small></p>
<p>5 Address (number, street, and apt. or suite no.) See instructions.</p> <p>1990 K Street NW #620</p>	<p>Requester's name and address (optional)</p>
<p>6 City, state, and ZIP code</p> <p>Washington DC 20006</p>	
<p>7 List account number(s) here (optional)</p>	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number											
or											
Employer identification number											
0	4		-	2	8	1	3	8	7	3	

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ▶	Date ▶ 9/29/20
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
 - Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
 - Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
 - Form 1099-S (proceeds from real estate transactions)
 - Form 1099-K (merchant card and third party network transactions)
 - Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
 - Form 1099-C (canceled debt)
 - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.
- If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*