



Proposal for

Succession Planning for Public Works

City of Fort Lauderdale

In response to Solicitation #455-11663

November 10, 2015



Management
Partners



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CAM #16-0352
EXHIBIT 3
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November 10, 2015

Mr. Bob McKenney
Procurement Specialist II
City of Fort Lauderdale
Procurement Services Division
100 N. Andrews Avenue, #619
Fort Lauderdale, FL 33301

Dear Mr. McKenney:

Fort Lauderdale Public Works Department's plan to identify succession needs and implement a process to prepare staff will result in minimal disruption to services and projects as retirements occur over the next several years. Management Partners has the skill and experience to help the department create an implementable succession plan. We understand the importance of succession planning, how to facilitate a process that engages stakeholders and decision makers, and what is included in an effective plan. Our team members have expertise in local government, organization development, and facilitation, which are all important to successfully complete this project.

We are former local government leaders who have worked collaboratively with jurisdictions around the nation to improve services for more than 20 years. We are focused on results and have a bias for action. Each project is customized to the unique circumstances of the organization and incorporates the informed perspective of line employees who deliver service on a daily basis.

Our team is excited about the potential of this project and we look forward to discussing our approach and qualifications with you in more detail. Please let me know if there is anything other information we can provide.

Sincerely,

A handwritten signature in black ink, appearing to read 'Gerald E. Newfarmer', written in a cursive style.

Gerald E. Newfarmer
President and CEO

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Executive Summary

The City of Fort Lauderdale's Public Works Department anticipates a great deal of turnover in leadership and staff positions, with more than 27% of the workforce eligible for retirement by the end of 2017. The department manages a large portfolio of important services and projects, including infrastructure, solid waste, water and wastewater, and is preparing for changes in the workforce in such a way that the quality of services is not impacted. The results of our work will provide a methodology to train and retain skilled candidates to fill key positions as vacancies occur.

Planning for Succession and Staffing

Given turnover rates and increasing numbers of manager retirements in many organizations, succession planning is becoming a critical element of management systems in local government. A successful succession planning program requires support and commitment from management, as it must be an integrated part of the organization's human resources efforts. A key element is employee retention and development, preparing the next generation of leaders among the current staff. This proposal describes a robust process for preparing such a plan.

Project Approach and Proposed Work Plan

Our proposed plan, which will be customized in collaboration with your project team, anticipates seven major activities to accomplish the project goals.

- » *Activity 1 – Start Project.* Collaborate with the Succession Planning Core Team to customize our work plan and schedule to fit the department's needs and begin the initial research.
- » *Activity 2 – Gather Information.* Conduct interviews, deploy a staff survey, review documents and facilitate focus groups to understand the department and its current staffing structure.
- » *Activity 3 – Identify Critical Positions, Requirements and Essential Skills.* Scrutinize the data collected to identify key at-risk positions and associated skills and job requirements.
- » *Activity 4 – Identify Core Competencies.* Develop a matrix of competencies for all levels of employees within the department.
- » *Activity 5 – Identify Training and Development Activities.* Provide concrete recommendations for successfully preparing staff to fill senior positions as they become available.
- » *Activity 6 – Prepare Succession Plan and Train Core Team.* Establish a succession plan for key at-risk positions that addresses the training and development needs identified, then monitor and assess progress.
- » *Activity 7 – Prepare Documentation and Instructions.* Provide staff with documentation and instructions to roll the succession plan out to the entire department.

A more detailed description of each activity is included in the Approach to Scope of Work section.

An Experienced Project Team

Management Partners’ team members have collaborated on many organization development, succession planning, and staffing projects in a variety of operating environments and have successfully used them to identify issues and ideas for improvement. The core project team has access to national experts in our firm and can apply the accumulated knowledge of best practices and innovative approaches gathered in our more than 20 years of local government consulting.

This project will be managed from our Cincinnati office. Kevin Knutson, Regional Vice President, will serve as project director and Amy Paul, Corporate Vice President, will serve as project manager. They will be supported by Nancy Hetrick, Jacquelyn McCray, and Sam Lieberman. With the exception of Nancy Hetrick, all team members are located in our Cincinnati office. Ms. Hetrick works in our San Jose office. Management Partners is incorporated in the State of Ohio.

Why Management Partners?

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

We Know Local Government	Our associates have served in local governments, so we have a deep understanding of the operating and political environments in which you work.
We Take a Collaborative Approach	We consider ourselves part of your team and strive to ensure our work supports your overall corporate strategy and goals.
We Have Extensive Experience	Each of our more than 80 associates is an expert in one or more service areas, and our firm has assisted more than 900 jurisdictions in 38 states.
We have Developed Proven Methodologies	We understand the importance of a holistic approach to improving organizations, using field-tested techniques for each aspect of the work.
Our Work Plan is Tailored to Your Needs	Each of our projects is individually tailored to our client’s unique needs, starting with a careful learning process.
We take Pride in the Quality of Our Work	Our internal processes ensure first-rate, complete staff work and adherence to the highest of ethical standards in public service.
We are Focused on Implementation	As practitioners, our recommendations make practical sense and are able to be implemented.

Experience and Qualifications

At Management Partners, we understand the nature of helping public sector leaders, because that is all we do. Since 1994, we have worked with cities, counties, towns and special districts of all sizes across the United States to help them work more effectively and run more efficiently. Our recommendations aren't designed to sit on a shelf; they offer a clear roadmap to improvement and a way to achieve measurable change.

Taking a Collaborative Approach

Success in the public sector requires an approach that is inclusive, collaborative, respectful of differing viewpoints, and appreciative of democratic self-government, with its focus on extensive input and diverse opinions. This philosophy governs our work.

We view each project as an opportunity to design the best possible approach to achieve the desired results. At the beginning of our partnership we work with you to design a work plan and schedule that takes into account the needs of your organization. We are sensitive to the impact a project can have on busy staff and plan our work accordingly to minimize disruption.

We often involve employees throughout the enterprise in the project because they are in the best position to know what works. When they have a chance to express their concerns and share their ideas they are more likely to support the changes that need to be made to improve. This is particularly true when using process improvement techniques, by encouraging employee buy-in through inclusion in the improvement process.

Recognizing that Every Organization Is Unique

Because we have worked with more than 900 local governments across the country, we understand that every place has unique circumstances, challenges and opportunities. As a result, we do not use a cookie-cutter approach to our projects. Instead, we start by talking with you to understand what makes your organization different. Then we develop recommendations that make sense given your resources, history, goals and circumstances.

From Recommendations to Implementation

Management Partners has a strong bias for action. Our reports and resulting recommendations become tools for setting priorities and for developing department and division work plans. After completing the project report, we prepare a draft Implementation Action Plan, incorporating each recommendation in the project report. The draft action plan lays out the steps required for implementation, assigns responsibility for action, identifies a priority level (immediate, near or long term) for initiating each recommendation, and estimates task time for completion.

The action plan is prepared as a draft and becomes final once directors and managers integrate the action steps into their actual plans of work and replace the estimated task time and priority with actual dates for planned completion. The action plan offers an important management tool for implementation of the work reflected in the project report.

Services to Support Local Government Leaders

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

- » *Organization Development* – Developing organizational capacity, a key to high-performance organizations, through succession planning, executive coaching, customer service training, employee and customer surveys, and conflict management workshops.
- » *Organization Assessments* – Analyzing the organization (including structure, staffing, business processes, policies and resources) to identify improvements to an operation's efficiency and effectiveness.
- » *Performance Management* – Systematically tracking the performance of the enterprise, including performance measurement, process management, performance budgeting, employee performance evaluation, and strategic and process benchmarking.
- » *Process Improvement* – Critically examining specific business processes through which internal or external customers are served to identify opportunities for improvement using process mapping, performance improvement workshops, and other quality tools.
- » *Financial Planning, Budgeting and Analysis* – Managing the financial affairs of the enterprise, performing multi-year financial planning, and developing a well-structured, transparent budgeting process supported by thorough analysis.
- » *Strategic and Business Planning* – Setting the direction for the enterprise and preparing business plans required to achieve desired outcomes.
- » *Sharing and Consolidation of Services* – Improving the cost-effectiveness and quality of service delivery by partnering with other units of government through sharing or consolidation.
- » *Interim Management Services* – Assisting government leaders by providing executive staff during transitional periods. Our approach combines continuing services along with analyzing organizational effectiveness to provide a solid foundation for a new permanent employee.
- » *Executive Recruitment* – Identifying top quality leaders who are a good fit for your organization and your community.

Your Partner

Management Partners has helped hundreds of local government leaders in 38 states improve their service to the public. The work we do is not an academic exercise; it is grounded in the real world of customer service and accomplishment in the public sector. We will work closely with you to produce the desired results, focused on achieving your goals.

Our Team

Management Partners has a strong project team that is well-qualified to complete this work for Fort Lauderdale. This project will be a top priority for Management Partners and our team members will be available in whatever capacity and with whatever availability will contribute to the success of the project. Kevin Knutson, Regional Vice President, will serve as project director and will oversee the substantive work of the project. Amy Paul, Corporate Vice

President, will serve as project manager and will be responsible for the execution of the project. They will be supported by Nancy Hetrick, Jacquelyn McCray and Sam Lieberman.

The qualifications of each team member are briefly summarized below. Complete resumes for each person are included in Attachment A of this response.



Kevin Knutson, Regional Vice President

Kevin has more than 20 years of experience directing local government strategic planning, communications, and budgeting functions, with a particular emphasis on performance measurement and process improvement. He was part of a team that implemented quality management practices in Coral Springs that led to the City being the first local government to earn the Malcolm Baldrige National Quality Award. For eight years, he directed strategic planning, budgeting, and performance management for two large cities. He is recognized as a Credentialed Manager by ICMA and was 3CMA's "Communicator of the Year" in 2011.

Amy Paul, Corporate Vice President

Amy has more than 30 years of experience in local government management, performance measurement and strategic planning. She assists public agencies in conducting organizational reviews, implementing organizational improvements, identifying alternative service delivery methods, designing and implementing performance management systems, and developing strategic and business plans. She also is a skilled facilitator and trainer. Amy was part of the original management team of the International City/County Management Association's Center for Performance Measurement and she helped produce ICMA's training materials on outcome measurement. Recently she has provided assistance to the ICMA Center for State and Local Excellence to help make their *Workforce of Tomorrow Report* as realistic as possible. The report includes ideas related to succession planning needs as well as recruitment and retention.



Nancy Hetrick, Senior Manager

Nancy has fifteen years of local government experience as a consultant with numerous agencies and as a practitioner with San Mateo County, California. She is skilled in a variety of areas, including staff development and succession planning, performance management, strategic planning, organizational and process improvement and budget planning and development. She is expert in performance management systems, having assisted cities and counties in California and Washington with the development and implementation of such systems. She also served as a trainer for the ICMA Center for Performance Measurement. As a consultant, Nancy has lead succession planning projects for clients in California and Washington, including assisting the City of

Bellevue, Washington Utilities Department with knowledge transfer and succession planning. She has assisted clients through periods of organization transition and reorganization by facilitating outreach and staff engagement, chairing transition committees, clarifying roles and responsibilities, developing transition work plans, and consulting on strategic communications. Nancy is an excellent facilitator and trainer and is certified to administer the Myers-Briggs Type Indicator assessment instrument. She has developed curricula and conducted training on a wide variety of topics, including performance measurement, work planning, civic engagement tools, and effective facilitation techniques, and she has conducted team building and priority-setting workshops and retreats with a variety of cities, counties and non-profit boards. In 2006, Nancy served as president of the Municipal Management Association of Northern California (MMANC) and in 2007 she chaired the first annual MMANC Women's Leadership Summit.

Jacquelyn McCray, Ph.D., Senior Manager

Jacquelyn is a professional planner and a certified economic development professional. She has worked on numerous projects involving development review, organizational and workflow analyses, performance measurement, strategic benchmarking and planning, and service sharing. Jacquelyn has expertise in process improvement and re-engineering of local government development review processes involving multiple departments and agencies. She also has excellent interview and facilitation skills, and frequently conducts leadership, employee and stakeholder focus group meetings. Before joining Management Partners, Jacquelyn held positions as a budget analyst, project manager and land-use manager with the City of Cincinnati. After concluding her tenure with Cincinnati, she served as vice chairperson and member of the Cincinnati City Planning Commission for nine years. Jacquelyn is a member of the American Institute of Certified Planners (AICP).



Sam Lieberman, Senior Management Advisor

Sam is responsible for conducting complex financial and operational analysis to support many different types of clients including organization reviews, process improvement studies, service sharing projects, and financial planning and budgeting studies. He has helped facilitate strategic planning and process improvement workshops, developed and analyzed strategic planning community input surveys, conducted research and analyses, assisted in the development of performance measurement systems, and directed benchmarking research. He also collects, analyzes, and reports data for the annual Southwest Ohio Fire Benchmarking Project. Recent clients whom he has served include Berkeley, Carson, San Bernardino, Orange County, Santa Clara Valley Water District, and Zone 7 Water Agency in California; Hartford, Mansfield, and New Haven, Connecticut; Kenton County and Florence, Kentucky; Kansas City, Missouri; DeKalb County, Georgia; Pinellas County and Largo, Florida; Phoenix, Arizona; and Hamilton County, Fairfield, Mason, Montgomery, and Westerville, Ohio.

Approach to Scope of Work

Management Partners has extensive experience with similar work and is prepared to assist the City of Fort Lauderdale Public Works with all elements of the scope of work as identified in the request for proposals (RFP). We make a commitment to quality and timely performance with each client we serve. The essentials of our project management approach are summarized below.

Holistic Project Management Approach

While each project has unique needs, our approach emphasizes engagement with the Public Works Department's staff and leaders, taking into account the distinctive circumstances and leveraging of the things that are already being done well, to craft an appropriate succession plan. There are six distinct elements to our process.

- » *Listen.* We respect the fact that your managers, employees and stakeholders are best positioned to know what is working well and what needs improvement. Often, front-line staff members have excellent ideas that they haven't been able to implement for various reasons. We use a number of tools, which can include individual interviews, focus groups, online surveys, workshops and team meetings to listen to your staff, leaders, elected officials, residents, or customers.
- » *Learn.* To best identify how to plan for smooth succession in your organization, we must first fully understand the current state, including the operating environment, the way things have worked historically, and the service demands and opportunities. Using existing documents such as strategic plans, work plans, budgets, capital programs, comprehensive plans, master plans, staffing plans, codes, policies, or procedures, we drill down to the level necessary to provide context for our analysis.
- » *Diagnose.* Based on what we hear and see, we analyze relevant aspects of the department, such as organizational structure, job descriptions, training, and the personal development processes in place. We concentrate on how succession planning is managed and executed.
- » *Compare.* For most projects, we look at industry standards and best practices from across the nation. Not every best practice or standard is appropriate for any given jurisdiction, so we take care in selecting those that will work well in your circumstances.



- » *Identify Opportunities.* When the investigation and data gathering activities are complete, we are able to analyze the information and identify changes that will improve the succession planning process. Every human organization has opportunities for improvement. The challenge is to identify those that are realistic, cost-effective and will produce better outcomes.
- » *Implement Solutions.* Management Partners has a strong bias for implementation. Our work goes beyond providing good analysis to providing concise, actionable recommendations. We also support implementation to help ensure implementation occurs.

Ensuring a High-Quality Outcome

Management Partners goes to unusual lengths to ensure our work is of reliably high quality. Our reports and other deliverables are subjected to careful internal control processes designed to ensure your products meet our high quality standards.

Before we develop a draft report, we meet with your project team to discuss our observations and initial recommendations to solicit your feedback and identify any implementation issues. Each deliverable undergoes a peer review process within the firm to see that it meets Management Partners' standard of excellence, with thoughtful analysis leading to clearly stated and actionable recommendations. In addition to our own high standards, we also survey each client when a project is complete to learn how we can improve.

Achieving Results

Management Partners has worked for the majority of our clients on multiple occasions. They consistently tell us that they use our services on a variety of projects because our work provides implementation actions that accomplish their objectives. Management Partners is led by local government experts who know how to get things done, appreciate the difficulties and the constraints on local leaders, and understand the essential elements that effectively drive implementation. These elements include:

- » Creating a sense of urgency;
- » Engaged leadership;
- » Well-developed implementation planning;
- » Frequent communication with stakeholders;
- » Planned milestones and completion dates; and
- » Institutionalized management processes.

Implementation is effective only if there is an expectation and commitment to it. We use well-grounded management techniques to effectively shape organizational culture so that project goals can be realized.

Our Understanding of the Project

The City of Fort Lauderdale's Public Works Department is anticipating a great deal of turnover in senior staff due to retirements in the next several years. With more than a quarter of the department's employees eligible for retirement before the end of 2017, the leaders wish to ensure that the resulting vacancies are quickly filled with trained replacements and that the department maintains performance requirements in support of the City's Strategic Plan.

Succession planning is a purposeful way to connect the present with the future. Key elements of a successful succession plan include:

- » Providing a framework for aligning talent management with the City's vision and future needs,
- » Ensuring that employees have opportunities to develop their leadership skills,
- » Creating continuity of values and expectations of the organization that will remain important in the future, and
- » Creating ways to engage all levels of the organization and providing opportunities for all employees to continually enhance their effectiveness as members of the organization.

Department leaders have identified a phased approach to develop, pilot test, and deploy a succession plan. Phase 1 encompasses the development of the process and initial implementation in the Public Works Water and Wastewater Treatment Operations section of the Utilities Division.

Phase 1 includes:

- » Identifying key at-risk positions;
- » Determining issues related to recruiting and retaining employees in those positions;
- » Recommending a process to assess the training needs to develop the core competencies identified for those positions;
- » Identifying strategies to ensure there is an ample supply of skilled individuals to fill key at-risk positions;
- » Proposing a mentoring and information methodology that will promote knowledge sharing;
- » Providing a proposed cost estimate and a proposed schedule for implementing the strategies; and
- » Implementing the plan and concurrently training the Public Works Department's Succession Planning Core Team on the concepts, strategies and implementation of the plan, including internal staff development actions, recruitment solutions, staff retention approaches, and monitoring and evaluating the effectiveness of the succession plan.

Phase 2 will evaluate the implementation of Phase 1 and develop the final approach for the succession plan across the department. This includes documenting the implementation, communication, training, and support tasks, as well as providing a proposed cost estimate and schedule.

Proposed Work Plan

Based on our experience and our understanding of the needs of Fort Lauderdale's Public Works Department as outlined in the RFP, we have prepared the following detailed plan of work. This framework is amenable to refinement to adapt it to your specific interests. Activities 1 through 6 represent Phase 1 and Activity 7 is Phase 2.

Activity 1 – Start Project

We will begin by meeting with the Succession Planning Core Team to finalize the work plan and schedule and discuss how each activity will be conducted. During this meeting we will establish the relationship between our associates and City's team, and confirm communication protocols and the type of support that will be provided by department staff. Immediately after the kick-off meeting, we will begin our learning phase by conducting individual interviews with project leaders.

Activity 2 – Gather Information (Phase 1)

During this activity, we will gather information through a variety of means, as described below. We will interview several executive staff members, facilitate a meeting of the Public Works management team, conduct focus groups, and review a variety of documents.

Conduct Interviews. We will interview the director and up to four key members of the department's management staff. The purpose of these interviews will be to understand the interests and expectations of the chief executives of the organization. We will ask about specific positions already identified as critical to the department and learn about core competencies for all employees and leadership competencies for supervisors and managers.

Meet with Department Management Team. We will facilitate a two-hour meeting with executive management team members. During this meeting, we will:

- » Orient them to the project, hear their interests, and obtain feedback about what will make this initiative most successful and what the barriers to success may be;
- » Review the process we are suggesting for learning about which positions should be considered critical for particular focus within the succession plan;
- » Learn about the executive team member's objectives for the succession plan to be clear about what they hope to accomplish through the plan;
- » Ask their opinions about existing leadership training and development programs; and
- » Learn about what they are currently doing within their divisions to grow the next generation of leaders.

Conduct Focus Groups. We propose conducting three focus groups of eight to ten staff each to solicit and document ideas about succession planning, key competencies and desired leadership characteristics necessary to be effective in the Public Works Department. We are likely to ask about what organizational strengths should be fostered and developed; expectations about future service delivery demands; skills needed by tomorrow's leaders, managers and supervisors; and ideas and concerns about succession planning.

Review Documents. We will review a variety of documents such as job descriptions, pay plan information, organization charts, individual development planning documents, training information, strategic plans, work plans, and other relevant documents.

Conduct Employee Survey. We will design and administer an online employee survey to obtain opinions about existing employee training programs, ideas about future training and development, views about the City of Fort Lauderdale as an employer, and interests in promotions into leadership positions.

We will summarize the results of the interviews, management team meeting, focus groups and employee survey. Then we will convene a meeting of the Succession Planning Core Team to review the results, hear their observations, and discuss next steps in the process.

Activity 3 – Identify Critical Positions, Requirements and Essential Skills (Phase 1)

Next, we will facilitate a process to identify critical positions that need to be a focus of the succession plan, along with the job requirements and essential skills associated with each of those positions. While the succession plan is likely to provide opportunities for all employees to further develop their skills and leadership capabilities, there will be positions considered at-risk or critical that will warrant particular attention to ensure there are employees offered development opportunities to prepare themselves for promotions.

The people best able to identify these critical positions are members of the management team. We will first conduct a survey of managers and supervisors to identify them. Data collected through this means will include:

- » Factors that will be important to consider in filling vacancies when they occur (e.g., changes in technology or work processes, new skills required, and reorganizations that could occur).
- » Description of why the position is critical, the key job requirements, and essential skills.
- » Information about existing leadership training programs in place within the department.
- » Information about existing succession planning techniques being used within the department and throughout the City.
- » Core competencies expected of all employees and leadership competencies expected of supervisors, managers and executives.
- » Suggestions about elements that should be included in the succession plan.

Next we will identify which critical positions are most likely to have incumbents retiring within the next five years. While all of them should have attention in the succession plan, those that are likely to be vacated soonest should be noted for early attention. Human resources staff will be asked to provide information regarding eligibility of the incumbent to retire for each of these critical positions.

We will summarize the results of the questionnaire and retirement eligibility analysis and review the results with the project team. We will then facilitate a meeting with the Succession Planning Core Team to discuss the results, and modify or confirm the list of critical positions.

Activity 4 – Identify Core Competencies (Phase 1)

During this activity we will identify the competencies needed for each of the critical positions as well as the essential competencies for all positions within the organization. To do this, we will first work with the management team to identify the competencies expected of department staff at various levels. For example, some competencies are expected of all employees, others are expected of supervisors and managers, and still others are essential for executive managers. Once we have identified these, then we will work with executive management team members to identify the unique competencies required for the critical positions that have been identified.

Competencies are the skills, qualifications, and behaviors expected of employees based on their particular job and set of responsibilities. Examples are:

- » *Leaders.* Visionary, approachable, strategic thinker, collaborative, recognizes accomplishments of others, mentors others.
- » *Managers and Supervisors.* Effective communication skills, accountable for results, problem solver, clearly understand city policies, effective supervisory skills.
- » *All employees.* Teamwork, interpersonal skills, communication skills, “blue ribbon” customer service, technical job knowledge, ethical, collaborative, accountable.

To develop the lists of core competencies, we will complete three main tasks, as detailed below.

Facilitate workshop. Management Partners’ team members will facilitate a three-hour workshop with the executive management team (and other key staff involved in the succession planning initiative). The primary focus of the workshop will be to identify the core competencies expected of all employees and the leadership competencies expected of supervisors, managers and executives. To inform the workshop, we will provide the results of the online survey and best practice information about competencies identified by other cities in their succession plans.

The workshop will be engaging and collaborative, using a combination of small and large group discussions. Following the session we will prepare a draft of the competencies agreed to during the workshop. These will be incorporated into the draft succession plan.

Create individual plan template. We will create a template that will serve as the basis for individual plans for each of the positions deemed critical. Based on the information provided by management team members in the online survey, we will prepare a draft plan for each position. We will then meet with each member of the executive team to review the draft to ensure all information is correct and that the draft plan meets the interests and needs for each critical position. We will prepare up to 10 of these individual plans and provide guidance for department staff to prepare more.

The individual position plan template will include:

- » Position name,
- » Factors that may require changes to the position in the future,
- » Core competencies essential to the position,

- » Training and development activities that will be helpful ensure the competencies are met.
- » Expectation of being able to fill the position in-house through promotion or through outside recruitment, and
- » Expected timeline for the position becoming vacant.

Review class specifications. Once we have created a draft plan for each critical position we will review the existing class specifications to determine whether changes will be required. We will identify needed changes, revise the specification, and review it with the department.

We will summarize the results of these tasks and meet with the Succession Planning Core Team to review the results.

Activity 5 – Identify Training and Development Activities (Phase 1)

Next, we will work with the Succession Planning Core Team to identify training and development activities, which are important components of the succession plan. This will involve two important elements:

- » Determine which of the City’s existing training and development programs are effective in providing the skills needed for individuals to become prepared for promotions; and
- » Identify new training and development initiatives needed to prepare employees for higher level positions.

Examples of the types of training and development that are needed for effective leadership development are:

- » A management or leadership academy that provides a specific orientation to and training in the competencies expected of supervisors, managers and executives.
- » Special assignments, including interim assignments, provided to individuals with an interest in promotion so they can learn new skills.
- » Internal mentoring by executives and managers for individuals interested in promotions.
- » Individual development plans for employees interested in promotions, to include competencies assessments and a plan for gaining the experience and skills that will prepare the individuals for promotions.
- » Participation in outside programs.
- » Performance evaluation system that matches the expectations for competencies identified through the succession planning initiative.

Through the electronic employee survey, review of existing training programs, questionnaires completed by executives, focus groups and interviews, we will help the project team identify which of the City’s existing training and development programs are achieving results to prepare employees for promotional opportunities. We will identify gaps where new training and development opportunities are needed. We will summarize the results and provide recommendations for a comprehensive leadership training and development program.

Activity 6 – Prepare Succession Plan and Train Core Team (Phase 1)

After completing the previous activities, Management Partners will prepare a draft succession plan. The draft plan will include an implementation action plan with the following components:

- » Recommendations,
- » Funding requirements,
- » Assignment of responsibility for ensuring ongoing implementation and accountability for the plan,
- » Methods of evaluating the short- and long-term success of the succession plan, and
- » Implementation schedule.

We will review the draft with the Succession Planning Core Team. Once we have received input, we will finalize it. As the plan is implemented we will provide support and guidance to the Succession Planning Core Team.

Activity 7 – Prepare Documentation and Instructions (Phase 2)

Upon completion of Activity 6 (the last step of Phase 1), we will evaluate the implementation, identifying any issues or opportunities that arise. We will then prepare documentation and instructions that explain how to replicate and expand the pilot program strategies throughout the Public Works Department.

The documentation will include:

- » A proposed approach for implementation, communication, training, and support that can be implemented by City staff;
- » A proposed cost estimate for implementation; and
- » A proposed schedule for implementation.

The draft documentation will be reviewed by the Succession Planning Core Team and we will incorporate suggestions into the final document.

Timeline

We have included a detailed timeline for the project as Attachment B to this proposal. Note that the timing of Phase 2 is dependent on the implementation and evaluation of the results for Phase 1.

References

Management Partners specializes in providing quality professional consulting assistance to local government clients. Our website, www.managementpartners.com contains information about our clients, and we invite you to contact any of them about the quality of our work. We believe our track record of completing similar projects on time and on budget, with quality deliverables specifically designed for implementation, make Management Partners well-qualified to execute this work for City of Fort Lauderdale.

We would be pleased to provide contact information for any client, but have selected several relevant projects. Management Partners has worked with the City of Fort Lauderdale previously, conducting an assessment of the Human Resources department in 2014.

Kansas City, Missouri

Mr. Troy Schulte, City Manager
 City Hall, 29th Floor
 414 E. 12th Street
 Kansas City, MO 64106
 (816) 513-1408

Completed in 2010; \$40,000

Succession Planning

Management Partners evaluated succession planning strategies used by the City. In addition to interviewing department directors, we developed and implemented an electronic survey for managers at all levels in the organization. We compared Kansas City's strategies with industry trends and best practices and identified improvements. The recommendations will enable the City to better prepare for succession planning and help assure that employees have greater awareness of possible career paths and the necessary skills and competencies needed for promotional opportunities.

Santa Cruz, California

Ms. Lisa Sullivan
 (Former Administrative Services Director for the City of Santa Cruz)
 Municipal Resource Group, LLC
 675 Hartz Avenue, Suite 300
 Danville, California 94526
 (866) 426-2323
lsullivan@municipalresourcegroup.com

Completed in 2009; \$23,500

Succession Planning

The City of Santa Cruz, California, retained us to assist them with the development of an organization-wide succession planning approach. The key elements of this project included analyzing the organization's workforce needs including identifying critical positions based on projected retirements and skills requirements; identifying leadership core competencies; developing a citywide succession planning and workforce development approach that incorporates department-level efforts, individual development plans, coaching and mentoring, and new and targeted training opportunities; and creating an

	<p>Emerging Leaders Academy to provide intensive learning and professional development opportunities. Management Partners also assisted the City of Santa Cruz with an organization review of its Public Works Department, which included utilities.</p>
<p>Sacramento Area Council of Governments, California (SACOG)</p>	
<p>Mr. Mike McKeever, Chief Executive Officer 1415 L Street Sacramento, CA 95814 (916) 340-6229 mmckeever@sacog.org</p> <p>Completed in 2010; \$146,900</p>	<p>Succession Planning Management Partners assisted SACOG with succession planning by identifying organizational core competencies and then conducting two day-long career development assessment centers. The first assessment center was for managers and the second was for journey-level staff. Thirty-seven SACOG employees took advantage of this opportunity. Following the assessment centers, Management Partners provided individual coaching sessions with each participant to assist with the creation of a development plan that the employee can use to advance their skills in areas identified during the assessment center process. In addition, all 50 SACOG employees voluntarily participated in a Myers-Briggs Type Indicator (MBTI) workshop for to better understand work style preferences. SACOG teams received tailored reports on MBTI preference to improve communication and overall effectiveness.</p>

Minority/Women (M/WBE) Participation

Our firm is not a certified minority business enterprise and we are not intending to use subcontractors.

Subcontractors

Management Partners does not intend to use any subcontractors to conduct this work.

Conclusion

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

Cover photo: Bob B. Brown, Flickr License at: <https://creativecommons.org/licenses/by-nd/2.0/>.

Attachment A – Project Team Resumes

KEVIN KNUTSON

Kevin Knutson, ICMA-CM, is Regional Vice President for Management Partners' eastern office in Cincinnati, Ohio. Kevin has more than 20 years of experience in local government, including ten years in strategic planning, budget, performance measurement, and process improvement and six years in community relations, communications, and citizen engagement.

He has served as an assistant city manager for the City of Reno, Nevada, with oversight of human resources, intergovernmental affairs, economic development, and redevelopment; as well as neighborhood services, community resources, and public information. He also served as interim city manager for the City of Reno and interim executive director of the Reno Redevelopment Agency. In September 2011 he was named "Communicator of the Year" by the City-County Communications & Marketing Association (3CMA).

He previously served as the director of the office of management and budget, where he oversaw strategic planning, budgeting, performance measurement, internal audit, community resources, and public outreach. Before that, he was the director of community relations, with responsibility for the City's communications, neighborhood services, and Reno Direct. This included responsibility for media and public relations, advertising, Reno TV, the City's website and intranet, the City's call center, neighborhood services, and the community liaison program. Prior to joining Reno, Kevin served as the director of communications and marketing for the City of Coral Springs, Florida.

For seven years, he served as the budget and strategic planning manager for Coral Springs, overseeing the award-winning strategic plan, business plan, budget, capital improvement and replacement programs, performance measurement system, process improvement program, managed competition, and elements of the City's quality initiative. He was writer and editor of the City's Baldrige and Sterling applications and has served as a Sterling Examiner. The City of Coral Springs was awarded the Florida Governor's Sterling Award for Organizational Excellence in 1997 and 2003, and was the first local government to win the Malcolm Baldrige National Quality Award in 2007.

He is recognized as a national expert in local government performance management, long-term financial planning, and communications; and has been a speaker and author on long-range financial planning and performance management for the Government Finance Officers Association (GFOA), the American Productivity and Quality Center (APQC), and 3CMA.

Kevin earned master and bachelor degrees in English from Florida International University in Miami, Florida; and has attended the Center for Creative Leadership, GFOA's Advanced Government Finance Institute, and Harvard's Kennedy School of Government executive program. He was honorably discharged from the U.S. Army, after service in Germany.

AMY COHEN PAUL

Amy Cohen Paul, Corporate Vice President, has over 30 years of experience assisting local governments with a variety of engagements, including process improvement and performance management systems. Her expertise includes research and training in performance measurement and benchmarking, process improvement, total quality management, strategic and business planning, organizational development, and identifying service sharing opportunities among jurisdictions. She is also a skilled facilitator and trainer.

Amy has managed a variety of Management Partners' process improvement, strategic planning, organization review, and performance measurement and benchmarking projects. She has worked with small and large jurisdictions, as well as special districts. A sampling of clients she has helped with process improvement projects include: North Port and Largo, Florida; Lexington-Fayette Urban County Government and Louisville, Kentucky; Des Moines, Iowa; the City of Rockville, Howard County, and the Maryland-National Capital Park and Planning Commission, Maryland; Oklahoma City, Oklahoma; and Stockton, California.

Her focus is on identifying meaningful, results-oriented measures and industry best practices. A sampling of clients she has assisted with organization reviews and performance management systems includes: Berkley, San Jose, Oakland and Marin County, California; Manchester, Connecticut; Louisville, Florence, and Kenton County, Kentucky; Des Moines, Iowa; Rockville, Maryland; the Unified Government of Wyandotte County/Kansas City, Kansas; Kansas City, Missouri; Arlington Public Schools, Virginia; the District of Columbia; Rye, New York; Lexington, Massachusetts; Troy, Michigan; and Montgomery and Westerville, Ohio.

A sampling of clients she has helped with strategic planning and goal setting include the cities of Huntington Beach, La Palma, and Pittsburg, the Orange County Cemetery District, and the Solano Irrigation District, California; the City of Louisville and the Louisville Department of Health, Kentucky; the Hamilton County Job and Family Services Agency and the Hamilton County Solid Waste District (Ohio); Montgomery, Ohio; the Town of Mansfield and the Mansfield Downtown Partnership, Connecticut.

Amy was part of the original management team of the International City/County Management Association's (ICMA) Comparative Performance Measurement Consortium. It originally was a group of about 40 large cities and counties, and has grown to more than 120 jurisdictions.

Amy designed and presented performance measurement and benchmarking training sessions for more than 75 jurisdictions, and for the ICMA University. She also helped design a training program to develop outcome-based indicators. Amy has designed and lead community workshops on performance measurement with the National Civic League.

Amy directed a three-year Leadership Development Program for the ICMA, funded by the W.K. Kellogg Foundation. She developed a multi-media training program and implementation

materials for public boards, commission and committees. She also directed a two-year FutureVisions Program for the ICMA, working with 67 communities.

She is the editor of the book, *Managing for Tomorrow: Global Change and Local Futures*, and is the author of many articles in professional publications, including *The Municipal Year Book*.

Amy earned a bachelor's degree in public communication and a master's degree in public administration from The American University.

NANCY N. HETRICK

Nancy Hetrick, Senior Manager, has 16 years of local government experience as a consultant and as a practitioner. She began her career in the nonprofit sector and then worked for Norman Roberts and Associates, a professional executive recruitment firm, where she led candidate research efforts and background screening. Nancy joined Management Partners in 1996 and spent five years assisting with a variety of city and county projects, including developing and implementing performance measurement systems and conducting organization and process improvement projects. She gained a particular expertise in developing performance measurement systems and served as a primary trainer the International City/County Management Association (ICMA) Center for Performance Measurement.

In 2001, Nancy accepted a position in the County Manager's Office in San Mateo County. As a principal management analyst, Nancy oversaw criminal justice assignments, including budget development and oversight, and led a county-wide performance management effort. Nancy developed and conducted countywide training, facilitated planning and performance work sessions, and led efforts to strengthen the linkage between program performance and priorities and the County's Shared Vision. To facilitate improved performance reporting, she led the design and implementation of a web-based database to collect and report county performance data.

Nancy returned to Management Partners in 2006. Since her return, she has led projects in the following areas: succession planning, executive recruitment, performance management, strategic planning, organizational effectiveness, and facilitated problem-solving/process improvement. Nancy is especially skilled at working with teams to improve their effectiveness. She has led projects with many clients, including the California cities of San Jose, Fresno, Redwood City, Merced, San Carlos, Fairfax, Orinda, Martinez, Rohnert Park, and Santa Cruz; the Sacramento Area Council of Governments; the Peninsula Library Partnership; and the Bay Area Counties of Alameda, San Mateo, Marin, Monterey, and Santa Clara.

Nancy earned a bachelor's degree in political science, with an emphasis in public administration, from California State University at Chico. She has completed coursework toward her master's degree in public administration from California State University at San Francisco and is certified in the Myers-Briggs Type Indicator assessment instrument. She was president of the Municipal Management Association of Northern California in 2006 and is a member of the ICMA. In 2007 she founded and chaired the first annual MMANC Women's Leadership Summit.

JACQUELYN Y. MCCRAY, PH.D.

Jacquelyn McCray, Senior Manager, has more than 25 years of experience in local government management. Nine of those years were with the City of Cincinnati, where she was a budget analyst, project manager and land-use planner. Since joining Management Partners she has been a key staff member on myriad projects analyzing development review processes, implementing performance measurement systems and conducting organization reviews. She is particularly adept at process improvement, benchmarking, performance management and measures, and focus group facilitation.

Jacquelyn is a member of the American Institute of Certified Planners (AICP), the American Planning Association, and a certified economic development professional. She served as a member and vice chairperson of the Cincinnati City Planning Commission for nine years. During her tenure with the City of Cincinnati, Jacquelyn was a member of the City Manager's Performance Team and helped develop performance measurement training materials for all city departments. She has also served as a city planner and a budget and evaluation.

With Management Partners, Jacquelyn has led development review process analyses and improvement projects for the Louisville, Kentucky consolidated government; the cities of Cape Coral, Largo and North Port Florida; Wichita, Lenexa and Olathe, Kansas; Nevada County, California; the Maryland-National Capital Park and Planning Commission; the Unified Government of Wyandotte County and Kansas City, Kansas; Lexington, and Louisville, Kentucky; Howard County, Maryland; Novi, Michigan; Oklahoma City, Oklahoma, Aurora, Colorado; Minneapolis and Saint Paul, Minnesota.

Jacquelyn has worked on various service sharing and consolidation projects to analyze and assess opportunities. Some of the agencies have included the cities of Blue Ash, Montgomery and Sycamore Community Schools in Ohio; the cities of Chesapeake, Norfolk and Virginia Beach, Virginia, and Allen County and Fort Wayne, Indiana. In the area of performance measurement and management review projects, she has assisted the District of Columbia; Arlington County Public Schools and Loudoun County, Virginia; the Louisville, Kentucky consolidated government; the Unified Government of Wyandotte County, Kansas; King County, Washington, Westerville, Ohio and Manchester, Connecticut. She also conducts performance measurement training for local government employees.

Jacquelyn has completed human resources benchmarking analyses for Sedgwick County, Kansas; and Loudoun County, Virginia; and she assisted with benchmarking and compensation analyses for the cities of Oakland and Santa Clara, California. She has also assisted Boone County, Kentucky by designing and conducting performance evaluation training for directors, managers, and supervisors.

Jacquelyn has completed organization development and improvement reviews, position analyses and service consolidation assessments for agencies across the country. Among them

are Berks County, Pennsylvania; Kansas City, Kansas; the Nashville (Tennessee) Airport Authority; Kenton County and the consolidated governments of Louisville and Lexington Kentucky; the City of Fort Wayne and Allen County, Indiana; Lancaster and Muhlenberg, Pennsylvania, Chesapeake, Hampton, and Norfolk, Virginia; and Blue Ash, Montgomery and Sycamore Community Schools in Ohio. Jacquelyn has also assisted the following jurisdictions and agencies in the development of strategic plans: Montgomery, Ohio; Manchester, Connecticut; the Hamilton County, Ohio Department of Job and Family Services, the Mansfield Downtown Partnership, Connecticut, and Morgantown, West Virginia.

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

SAMUEL J. LIEBERMAN

Sam Lieberman, Senior Management Advisor, joined Management Partners in April 2010. Since then he has conducted complex financial and operational analyses to support a variety of assignments including organization and process improvement studies, and service sharing, financial planning, and budgeting projects. He has helped facilitate strategic planning and process improvement workshops, conducted research and analysis on staffing studies, assisted in the developing performance measurement systems, and directed benchmarking research.

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

Sam has most recently helped Saint Paul, Minnesota and Aurora, Colorado improve their development review processes. Other clients he has served include the cities of Berkeley, Carson and San Bernardino, Orange County, Santa Clara Valley Water District and Zone 7 Water Agency in California; Hartford, Mansfield, and New Haven, Connecticut; Kenton County and Florence, Kentucky; Kansas City, Missouri; DeKalb County, GA; Pinellas County and Largo, Florida; Phoenix, Arizona; and Hamilton County, Fairfield, Mason, Montgomery and Westerville, Ohio.

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

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

Attachment B – Detailed Timeline

Public Works Succession Planning Fort Lauderdale, Florida		Start	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Activity 1: Start Project		11/30	12/7	12/14	12/21	12/28	1/4	1/11	1/18	1/25	2/1	2/8	2/15	2/22	2/29	3/7	3/14	3/21	3/28	4/4	4/11	4/18	4/25	5/2	5/9
1.1	Prepare work plan																								
1.2	Conduct kickoff meeting																								
1.3	Interview project leaders																								
Activity 2: Gather Information		11/30	12/7	12/14	12/21	12/28	1/4	1/11	1/18	1/25	2/1	2/8	2/15	2/22	2/29	3/7	3/14	3/21	3/28	4/4	4/11	4/18	4/25	5/2	5/9
2.1	Conduct interviews																								
2.2	Facilitate management team meeting																								
2.3	Conduct focus groups																								
2.4	Survey staff																								
2.5	Review documents																								
2.6	Summarize themes and ideas																								
2.7	Review with Succession Planning Core Team																								
Activity 3: Identify Critical Positions, Requirements and Essential Skills		11/30	12/7	12/14	12/21	12/28	1/4	1/11	1/18	1/25	2/1	2/8	2/15	2/22	2/29	3/7	3/14	3/21	3/28	4/4	4/11	4/18	4/25	5/2	5/9
3.1	Survey supervisors and managers																								
3.2	Identify critical (key at-risk) positions																								
3.3	Review critical position job requirements and skills																								
3.4	Assess current retention and recruitment strategies																								
3.5	Determine retirement eligibility																								
3.6	Summarize results																								
3.7	Review with Succession Planning Core Team																								
Activity 4: Identify Core Competencies		11/30	12/7	12/14	12/21	12/28	1/4	1/11	1/18	1/25	2/1	2/8	2/15	2/22	2/29	3/7	3/14	3/21	3/28	4/4	4/11	4/18	4/25	5/2	5/9
4.1	Facilitate competencies workshop																								
4.2	Develop individual plan template																								
4.3	Prepare ten individual plans																								
4.4	Review class specifications																								
4.5	Summarize results																								
4.6	Review with Succession Planning Core Team																								
Activity 5: Identify Training and Development Activities		11/30	12/7	12/14	12/21	12/28	1/4	1/11	1/18	1/25	2/1	2/8	2/15	2/22	2/29	3/7	3/14	3/21	3/28	4/4	4/11	4/18	4/25	5/2	5/9
5.1	Assess needs, review existing programs, and identify gaps																								
5.2	Develop recommendations																								
Activity 6: Prepare Succession Plan and Train Core Team		11/30	12/7	12/14	12/21	12/28	1/4	1/11	1/18	1/25	2/1	2/8	2/15	2/22	2/29	3/7	3/14	3/21	3/28	4/4	4/11	4/18	4/25	5/2	5/9
6.1	Prepare draft succession plan																								
6.2	Review with Succession Planning Core Team																								
6.3	Finalize succession plan																								
6.4	Support implementation																								
6.5	Monitor results																								TBD
Activity 7: Prepare Documentation and Instructions (Phase 2)		11/30	12/7	12/14	12/21	12/28	1/4	1/11	1/18	1/25	2/1	2/8	2/15	2/22	2/29	3/7	3/14	3/21	3/28	4/4	4/11	4/18	4/25	5/2	5/9
7.1	Prepare draft documentation of succession plan																								TBD
7.2	Review with Succession Planning Core Team																								TBD
7.3	Finalize the documentation and instructions																								TBD
7.4	Train the Succession Plan Core Team																								TBD



Attachment C – Required Forms

SECTION VI - COST PROPOSAL PAGE

Proposer Name: Management Partners

Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor must quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

Notes:

Proposer should attach a breakdown of costs including but not limited to labor, software, equipment, materials and travel for each Phase as outlined in Section III, however, contractor must provide the breakdown within three business days from request of the City.

1. PHASE 1 \$ 59,000

2. PHASE 2 \$ 10,990

Total Cost to the City \$ 69,990

Depending on the results of Phase 1, The City of Fort Lauderdale may or may not exercise Phase 2.

Submitted by:

Gerald E. Newfarmer
Name (printed)

11/9/2015
Date



Signature

President and CEO
Title

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

NAME

RELATIONSHIPS

_____	_____
_____	_____
_____	_____
_____	_____

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

LOCAL BUSINESS PREFERENCE CERTIFICATION STATEMENT

The Business identified below certifies that it qualifies for the local BUSINESS preference classification as indicated herein, and further certifies and agrees that it will re-affirm it's local preference classification annually no later than thirty (30) calendar days prior to the anniversary of the date of a contract awarded pursuant to this ITB. Violation of the foregoing provision may result in contract termination.

(1) _____ is a **Class A Business** as defined in City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the City of Fort Lauderdale current year Business Tax Receipt and a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.
Business Name

(2) _____ is a **Class B Business** as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Business Tax Receipt or a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.
Business Name

(3) _____ is a **Class C Business** as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.
Business Name

(4) _____ requests a **Conditional Class A** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.
Business Name

(5) _____ requests a **Conditional Class B** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.
Business Name

(6) _____ is considered a **Class D Business** as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. and does not qualify for Local Preference consideration.
Business Name

BIDDER'S COMPANY: Management Partners _____
AUTHORIZED COMPANY PERSON: Gerald E. Newfarmer _____
NAME SIGNATURE DATE 11-9-15

CONTRACT PAYMENT METHOD BY P-CARD

THIS FORM MUST BY SUBMITTED WITH YOUR RESPONSE

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to payment by credit card via MasterCard or Visa. This allows you as a vendor of the City of Fort Lauderdale to receive your payment fast and safely. No more waiting for checks to be printed and mailed.

Payments will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, firms must presently have the ability to accept credit card payment or take whatever steps necessary to implement acceptance of a credit card before the commencement of a contract.

Please indicate which credit card payment you prefer:

_____ MasterCard

_____ Visa Card

Company Name: Management Partners

Gerald E. Newfarmer
Name (printed)


Signature

11/9/15
Date:

President and CEO
Title

Management Partners is unable to accept credit card payments, however we would be willing to accept electronic payment by ACH.

State of Florida

Department of State

I certify from the records of this office that MANAGEMENT PARTNERS, INCORPORATED is an Ohio corporation authorized to transact business in the State of Florida, qualified on February 24, 2009.

The document number of this corporation is F09000000741.

I further certify that said corporation has paid all fees due this office through December 31, 2015, that its most recent annual report/uniform business report was filed on January 14, 2015, and its status is active.

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

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Second day of March, 2015*



Ken Detzner
Secretary of State

Authentication ID: CU2965535321

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

<https://efile.sunbiz.org/certauthver.html>



City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

ADDENDUM NO. 4

ITB No. 455-11663
Succession Planning: Succession Plan Model

ISSUED: October 23, 2015

This addendum is being issued to provide the following information:

1. **Project Summary**
2. **Organizational Background**
3. **Project Background**
4. **Purpose**
5. **Scope of Service**
6. **Department Positions**
7. **Phases**

All other terms, conditions, and specifications remain unchanged.

Aristides Poppin, MBA
Procurement Specialist

Company Name: Management Partners
(please print)

Bidder's Signature: *[Handwritten Signature]*

Date: 11/9/2015