

Solicitation 455-11663
**Succession Planning for
Public Works**

**November 10, 2015
2:00pm**



DWH

www.dwhcorp.com

Maximize | Value. Opportunities. Outcomes.

180 Monroe Ave NW, Suite 2R
Grand Rapids, MI 49503
616.233.0020

660 Woodward Ave, Suite 2400
Detroit, MI 48226
313.964.0020 CAM #16-0352
EXHIBIT 6
Page 1 of 23

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Executive Summary

DWH, LLC ("DWH") understands that the City of Fort Lauderdale's ("City") Public Works Department would like a consultant to assess and develop a succession planning model to ensure a trained workforce is available and retained for the department's future needs. The initial stage of the project will be to develop a pilot program for the Water and Wastewater Treatment Utilities division. This pilot program will serve as the basis for the strategies and systematic processes that will then be replicated and expanded throughout the remainder of the Public Works Department.

Company Information

DWH is a group of highly accomplished financial and business specialists helping companies and organizations maximize value, opportunities, and business outcomes. DWH provides clients with advanced assessment protocols, decision-making support, and implementation tools in situations requiring business and financial advisory services, including transition and succession planning.

Name:	DWH, LLC (DWH)
Address:	180 Monroe NW, Suite 2R Grand Rapids, MI 49503
Phone:	(616) 233-0020

The strength of DWH is in the expertise of its staff - the combination of business experience and financial skill enables the firm to accurately assess each client's situation and then recommend and implement strategies that deliver effective, timely, and productive solutions. DWH's distinctive philosophy of maximizing value for all stakeholders leads to outcomes that benefit not only clients, but employees, vendors, lenders, and entire communities.

Key Staff

Doug Wilterdink *Managing Partner*

Doug Wilterdink has more than 35 years of experience in transition situations, management consulting, corporate finance, public accounting, and restructuring and turnaround. He has led transition/succession and restructure situations as an employee (CFO and CEO), as an entrepreneur, and as an outside advisor. He applies his hands-on experience to each unique client situation, understanding, from an entrepreneurial standpoint, all the business items an owner and manager has to think about. Mr. Wilterdink earned his B.A. from Michigan State University and is a Certified Public Accountant (non-practicing).

David Nemes *Partner*

David Nemes, has more than 13 years of experience in consulting, financial analysis, entrepreneurship, accounting and problem solving within a broad array of industries. David has a specialty in financial analysis/modeling, and assists public sector clients with analyzing and assessing institutional risk to develop processes and strategies to facilitate decision making and improve operational effectiveness. David earned B.S. degrees in Accounting and Finance from Miami University, and is a Certified Public Accountant (non-practicing). He also assists our clients with business turnaround, start-up, growth management and sale advisory.

Tony Saunders *Advisor*

Tony Saunders specializes in providing turnaround and crisis management, in and out-of-court liquidations and negotiations with an emphasis on public sector entities including municipalities and school districts. Tony currently serves as the Chief Financial Officer and Chief Restructuring Officer for Wayne County, MI (pop. 1.7M; \$1.5B budget). Prior to joining Wayne County, he served as a Director at Conway MacKenzie, a turnaround and restructuring firm. Prior to joining Conway MacKenzie, Mr. Saunders was appointed by Governor Rick Snyder to serve as Emergency Manager to the city of Benton Harbor, MI. He has also served in advisory roles for the Michigan Department of Treasury and the Detroit City Council. Mr. Saunders is a graduate of the University of Michigan - Ann Arbor and serves as a member of the Detroit Financial Review Commission.

Executive Summary

Key Staff (cont'd)

Monica King

Director

Monica King, has over 15 years of experience in accounting, finance and business operations and management for companies of varying size and industry. Ms. King provides services to execute and support staff development and reorganization, continuous improvement, and cost control and containment. She is also well-versed in project execution, financial leadership, reporting and modeling, and other business advisory services, including interim executive coverage, financial analysis, modeling and reporting. Ms. King earned her BA in Accountancy from Western Michigan University.

Ericka Warmack

Director

Ericka Warmack is a Certified Public Accountant (registered), with over 17 years of experience in public accounting, working with diverse clientele, to analyze the financial impacts of their decisions. As an independent consultant and Baldrige examiner, she has worked with high-performing organizations, reviewing their overall systems, giving her access to best practices used within a wide range of industries, including healthcare, manufacturing, non-profit, service & education. As a Certified Professional Behavioral Analyst, she analyzes the people side of the business that drives real and lasting cultural change. Ms. Warmack received her B.S. in Accounting from DePaul University.

Experience and Qualifications

Name:	DWH, LLC (DWH)
Address:	180 Monroe NW, Suite 2R Grand Rapids, MI 49503
Phone:	(616) 233-0020
Fax:	(616) 233-0020
Website:	www.dwhcorp.com
Contact:	Doug Wilterdink dwilterdink@dwhcorp.com
Firm Size:	22

DWH has provided business consulting services for nearly 10 years, with a focus on providing clients with advanced assessment and decision-making support in situations requiring business and financial advisory services, including ownership transition and succession planning.

We understand that succession planning can be an overwhelming process; however, with the development and implementation of strong protocols and processes, seamless transitions can occur that maximize the organization's long-term success and manage risks. Key planning initiatives include identifying an organization's long-term needs, developing actionable plans, and assessing potential successors. We aim to create effective and cohesive business solutions while assessing and analyzing the specific challenges and opportunities each specific client faces.

With a staff of over 20 experienced professionals, DWH is able to meet the specific budget and time requirements for a project such as this. Our key staff will lead the project, and are able to involve additional support as necessary. We utilize a project tracking system that ensures our staff and the client are aligned on the critical steps and decisions that must be made. Throughout the entire project, the project team is in constant communication internally and externally to adhere to deadlines and react to situations that may arise. In addition, with a robust set of processes and protocols that have been established and then refined throughout our practice, we are able to follow a methodical and thorough assessment process to thoroughly analyze a business in order to understand the underlying issues, identify and evaluate alternative solutions, and ultimately make recommendations that will affect the best result. We then provide assistance in the implementation of those recommendations. We adhere to an approach that includes cooperative interaction with all stakeholders in order to demonstrate how our recommendations align with their needs and expectations given the circumstances, and thereby minimize conflicts.

Project Experience

DWH has extensive experience working with organizations that are looking to prepare themselves for employee succession. We utilize an assessment protocol that compares an organization to "Best Business Practices" in order to identify gaps and their magnitude, allowing for prioritization, and then aids in the development of plans to close those gaps to minimize risk.

Our client base includes organizations around the United States. With our staff, we are able to fulfill projects needs in any location our clients do business. In the private sector, many of our clients remain confidential; however, the projects on the following pages represent our experience in both succession planning and governmental work.

Experience and Qualifications

Middleville Tool & Die – Succession & Transition Assistance

Middleville Tool & Die is a \$30+ million tooling and stamping Company founded in 1966, which is currently owned and managed by 2nd generation family (although it has a non-family CEO), and also employs members of the 3rd generation in various roles. Recognizing the Company would be facing family succession issues, as the 3rd generation was not fully prepared to take over the business, the non-family CEO contacted DWH to assist with an assessment of the current state, including all management and business systems and controls, and then develop a plan for the future. At the same time, the Company was also experiencing significant growth and knew that their management and business systems infrastructure was inadequate to address all of these changes.

During the assessment it was identified that in order for long-term success, the Company's operations process and controls needed to be much more robust, accounting and financial functions needed to be enhanced, and strategic plan needed to be developed. Additionally, experienced staff needed to be recruited and on-boarded to fill key roles within the organization.

DWH helped to develop responsibilities for the needed roles and assisted with filling those spots with both internal and external staff. DWH also led a strategic planning process that included working with the current management and ownership team to define the external environment, including market/industry dynamics, competitive landscape, and positioning opportunities; building the strategic framework, including key business objectives, and identifying core competencies; identifying a structure for operational plans and an accountability system, including key performance indicators ("KPIs"), to ensure successful implementation; and developing themes that effectively communicate strategy and its implementation progress to the Company on a broader basis.

As a part of the succession planning process, DWH provided advisory services to the 3rd generation to assist them with the Foundational Concepts and their implementation so that the Company could realize value going forward. This included individual and group meetings, as needed, to ensure complete understanding and acceptance of key concepts (e.g. ownership v. operational roles, attributes of effective leadership, etc.).

A key component of DWH's role was to ensure that process and protocols were documented, so that as staff transition out of the Company the tribal knowledge becomes institutional and remains within the organization. These improved business processes will be critical as the Company continues to grow.

Name:	Middleville Tool & Die
Address:	1900 Patterson Road Middleville, MI 49333
Contact:	Bill Blanton President & CEO
Phone:	(269) 795-3646
Email:	billb@mtd-inc.com

Experience and Qualifications

Smith Dahmer Associates, LLC – Transition Planning for Closely Held Business

Smith Dahmer Associates, LLC, is a professional service business engaged in market research and related consulting. Its owners were contemplating retirement and they knew that the business needed to transition a number of business practices, as well as much of its leadership and management in order to be sustainable post-sale. DWH was engaged to develop and implement a plan for the transition of ownership and leadership, which included addressing the following key items: 1) the Company's dependence on the current leaders and managers, 2) reliance on relationships established by the owners with key clients, 3) the resulting concentration of revenues with those key customers, 4) inadequate business operations systems and controls including project estimating and pricing, project management, 5) inadequate accounting and financial systems and controls, and 6) the transition of IT management and related infrastructure. The owners recognized these issues needed to be remedied if they were to achieve their economic expectations in a sale, but they did not possess the time or experience to address them.

DWH performed an extensive assessment of the business. Based on the assessment, DWH developed a comprehensive plan for the transfer of management and ownership of the business. The plan included a number of management changes impacting financial, management information, organizational, and other business disciplines. As a part of the plan, DWH developed robust internal business systems, allowing the Company to have tools and processes that improved information quality (i.e., timeliness, accuracy and relevance), and thereby improved business decision making. DWH also helped develop internal competencies for functions that had previously been outsourced including accounting and financial reporting, as well as certain project management activities.

An important element of the project was planning the implementation of the changes so that they could be tested over a period of time, allowing for adjustments to be made as necessary. This plan helped position the Company in a way that future buyers or investors would perceive the value of the business to be the result of the strength of the on-going business rather than dependent on the exiting business owners. DWH continued to provide ongoing advice and support, including interim financial and IT management, during plan implementation.

DWH also collaborated with the Company's legal counsel, CPA, bank, and other business advisors in the development of the ownership succession portion of the plan.

Name:	Smith Dahmer Associates, LLC
Address:	116 State Street St. Joseph, MI 49085
Contact:	Joan Smith Owner
Phone:	(269) 983-4220
Email:	joansmith@smithdahmer.com

Experience and Qualifications

City of Benton Harbor, MI – Department of Public Works + Water and Sewer Department Merger

As a state appointed Receiver, Mr. Saunders led the merger of the Public Works and Water/Sewer Department. This merger was initiated due to an aging workforce, less than competitive pay and service delivery optimization. The merger strategy centered around cross-training existing workers to prepare for upcoming attrition. The merger not only assisted with succession planning, it reduced projected attrition due to increased wages and enhanced growth opportunities for employees. In addition to developing an intra-departmental training program, the analysis included municipal partners and private vendors. Municipal partners and private vendors were engaged to assist with gaps in transition. These gaps include overtime, leave utilization and shift shortages due to training.

Name:	City of Benton Harbor
Address:	200 E. Wall Street Benton Harbor, MI 49022
Contact:	Darwin Watson City Manager
Phone:	(269) 757-4112
Email:	dwatson@cityofbentonharbormi.gov

Experience and Qualifications

Kenowa Industries – Ownership & Management Transition

Kenowa Industries, a fabricator of material handling and storage solutions, has been a long-term client of DWH. Over the years, DWH has been engaged to assist with the development and implementation of a plan to transition the business from second-generation family owned, although the leadership was non-family leadership, all who were seeking to transition out of active engagement in the business for health, retirement, and other personal reasons. DWH was familiar with the business so that an assessment was unnecessary, but became actively engaged in assisting the Company with the transition of leadership, which then acquired the business from the family. Additionally, DWH assisted with developing and implementing improved business systems, particularly those related to estimating, pricing, project management, forecasting and budgeting, and related management decision making.

As a part of best business practices, DWH helped to prioritize key areas that needed to be focused on initially, and then developed a timeframe for working through the implementation process. In addition, because of the long-standing relationship DWH has with the client, the firm continues to advise on an as-needed basis.

Name:	Kenowa Industries
Address:	11405 E. Lakewood Blvd Holland, MI 49424
Contact:	Ed Amaya President
Phone:	(616) 392-7080
Email:	ed.amaya@kenowa.com

Experience and Qualifications

Primera Plastics – Business System and Succession Plan Development

Primera Plastics, a \$20 million plastic injection molding company, has been on a steady growth path since its inception in 1994. To support the growth, the Company needed to transition much of the management team, which included some owners, and develop and implement more robust business systems and controls, including but not limited to financial, operations, and business development.

DWH worked with the Company's leadership, ownership, and management through some significant changes in virtually every aspect of the Company, including transitioning out two owners who were involved in financial and operations roles respectively, and bringing in capable managers to replace them. This also included transitioning a number of other middle managers to those who would be much more capable and able to support the growth and increasing customer demands of the business. DWH worked on improving business practices, including but not limited to, strategic planning, financial systems and controls, forecasting and budgeting, operations performance measurement (e.g., KPIs), management communication and decision making, and corporate governance and oversight.

Key areas that were addressed included clarifying staff roles and responsibilities; developing systems for improved communication, including the creation of cross-functional teams and a plan for communications between shift changes and departments; establishing a team-based, system wide approach to problem solving that included an open issue tracking system and implementing a system of accountability that could be measured against; and most importantly, establishing and documenting a comprehensive and effective training program. With the developed documentation, the Company was able to recruit new staff in a much more effective manner, as they had specific job descriptions and expectations clearly defined.

Once the process and protocols were defined, DWH continued to assist the Company with implementation of the strategies.

Name:	Primera Plastics Inc.
Address:	3424 Production Ct. Zeeland, MI 49464
Contact:	Noel Cuellar President & CEO
Phone:	(616) 748-6248
Email:	noelc@primera-inc.com

Approach to Scope of Work

Our assessment protocol breaks the organization into functional areas and involves physical observation, management interviews, and review of financial and other management information. The assessment also serves as a baseline for DWH to advise management about aligning all activities with maximizing the value of the department in the current state and in future desired strategic directions.

The assessment is the first step, or discovery phase, of a multistep process that will require implementation by management. With the knowledge gained from the assessment, DWH will also be able to advise management on the tactical implementation of the recommendations.

As part of Phase 1, we will examine the strengths, weaknesses, opportunities, and threats of the Public Works Water and Wastewater Treatment Operations Division through the following activities:

- An assessment of the Organization's operations through a physical observation of its facilities, equipment, inventory, processes, and performance indicators.
- An assessment of the Organization's current and prospective recruitment plans and performance through interviews with selected management, as well as analysis of pertinent information.
- An assessment of the quality of the Organization's financial and non-financial management information. This included, but was not limited to, a review of information pertaining to the current situation and recent performance, and contemplating future performance.
- An assessment of the Organization's leadership and management organization and interfaces, to determine if people are reasonably deployed and directed as needed to achieve the Organization's business objectives.

In addition to performing a SWOT analysis, we will perform an analysis of the following:

- Compensation
 - We will perform a sample compensation analysis to ensure succession efforts are not stymied by uncompetitive compensation. It is equally important to examine whether post retirement and fringe benefits met the desires of a new workforce.
- Union contracts/civil service rules
 - We will perform an analysis of current collective bargaining agreements to understand if there are factors that may assist or hinder the succession planning process. We will examine the feasibility of the following:
 - Cross training
 - Work rules
 - Privatization
 - Workforce readiness
 - Long-term planning
- Process Improvement
 - We will perform an operational analysis to ensure the workforce can adequately execute service delivery during the succession planning and execution process. In addition, we will integrate some process design during the succession planning process. We will determine whether process improvement can assist with appropriate workforce modifications.

Approach to Scope of Work (cont'd)

The assessment will answer and address the key items the Pilot Project set out to address, including key at-risk positions, strategies for ensuring skilled individuals are available to fill key positions, and processes for mentoring and knowledge sharing. At the end of the assessment, we will prepare a report that provides detail on the steps to be taken to begin documenting and developing the processes and protocols that can be implemented long-term to assist the Division to develop the succession plan. This will include tools to be used for recruitment and retention of staff, mentoring programs, staff reviews and assessments, and overall plan evaluation. After reviewing the report with the appropriate City staff, we will move into the implementation stage of Phase 1 to train the Core Team on the concepts and strategies for maintaining this type of succession program. A main focus will be ensuring the approach is able to be continually monitored and evaluated to determine the effectiveness of the succession plan in an ever-changing environment.

Once the Core Team has provided their feedback, full program documentation will take place as part of Phase 2. This will include a full instruction 'manual' that can be followed so the succession program can be put in place throughout the Public Works Department. This phase will involve training with the appropriate staff to ensure they understand and are able to implement the full program. It will also include hard and electronic copies of all protocol documents, as well as the option for ongoing support as necessary.

A full listing of the services to be integrated into Phase 1 and Phase 2 are:

- Staff interviews
- Compensation analysis
- Process mapping - identifying key work process and organizational risk
- Certification and training (actual/recommended vs. required)
- Attrition analysis
- Post employment benefit analysis
- Compensation analysis
- Employee satisfaction assessment
- Cross training feasibility and Public Works opportunities
- Position enhancement analysis
- Employee incentives w/in budget appropriation
- Collective bargaining agreement opportunities and challenges to succession planning
- Human Resources Enterprise Resource Planning (ERP) system assessment
- Management/staff analysis & modification recommendation
- We will provide two training and development sessions with a municipal human resources executive. The sessions will include strategies and planning focused on the following:
 - Labor/management cooperation
 - ERP strategies to assist with succession planning onboarding
 - Recruiting non-exempt positions
 - Position analysis development
 - Cross-training
 - Staff retention
- Public Works Succession Planning Metric Development

Timeline

DWH has the capacity to begin the project upon award. From award date, we propose the following 7-week timeline:

Week 1

- An assessment of the Organization's operations through a physical observation of its facilities, equipment, inventory, processes, and performance indicators.
- An assessment of the Organization's current and prospective recruitment plans and performance through interviews with selected management, as well as analysis of pertinent information.

Week 2

- An assessment of the quality of the Organization's financial and non-financial management information. This included, but was not limited to, a review of information pertaining to the current situation and recent performance, and contemplating future performance.
- An assessment of the Organization's leadership and management organization and interfaces, to determine if people are reasonably deployed and directed as needed to achieve the Organization's business objectives.

Week 3

- Compensation analysis
- Collective bargaining/Civil Service assessment
- Identifying succession planning/execution gap preparation: municipal and 3rd party cooperation opportunities

Week 4

- Process Improvement analysis
- Development of annual training plan
- Municipal Human Resources Training

Week 5

- Issuance of Phase 1 report

Week 6/7

- Phase 2

References

Please refer to the projects included in the Experience and Qualifications section for project references.

M/WBE Participation & Subcontractors

Although DWH is not a certified M/WBE firm, we have developed our own internal Diversity Strategy, focused on connecting minority entrepreneurs with organizations that are looking for new ownership and leadership. We recognize the importance of participating in the creation of a diverse business community.

Additionally, DWH will perform the work in its entirety without the use of any subcontractors.

Required Forms

The following forms are included in the subsequent pages or noted here:

- Proposal Certification
- Addendum Acknowledgement
- Cost Proposal
- Non-Collusion Statement
- Local Business Preference Certification Statement
- Contract Payment Method
- Sample Insurance Certificate

BID/PROPOSAL CERTIFICATION

Please Note: All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) DWH, LLC

Address: 180 Monroe Ave NW, Suite 2R

City: Grand Rapids

State: MI

Zip: 49503

Telephone No. 616-233-0020

FAX No. 616-233-0021

Email: dwilterdink@dwhcorp.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): Upon receipt

Payment Terms (section 1.04 of General Conditions): Net 45

Total Bid Discount (section 1.05 of General Conditions): N/A

Does your firm qualify for MBE or WBE status (section 1.09 of General Conditions): No MBE WBE

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>
<u>1</u>	<u>9/29/15</u>	<u>3</u>	<u>10/19/15</u>
<u>2</u>	<u>10/8/15</u>	<u>4</u>	<u>10/23/15</u>

VARIANCES: If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **If submitting your response electronically through BIDSYNC you must also click the "Take Exception" button.**

N/A

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Douglas Wilterdink

Name (printed)

11-3-2015

Date:



Signature

Managing Partner

Title

revised 04/10/15



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: DWH, LLC
(please print)

Bidder's Signature: *[Signature]*

Date: 11-3-2015

SECTION VI - COST PROPOSAL PAGE**Proposer Name:** DWH, LLC

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 \$ 79,200

2. PHASE 2 \$ 9,000

Total Cost to the City \$ 88,200

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

Submitted by:

Douglas Wilterdink
Name (printed)

11-3-2015
Date


Signature

Managing Partner
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.

<u>NAME</u>	<u>RELATIONSHIPS</u>
<hr/>	<hr/>
<hr/>	<hr/>
	<hr/>
	<hr/>

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.

DWH, LLC certifies that this offer is made independently and free from collusion.

Douglas Wilterdink
11-3-2015


Managing Partner

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) DWH, LLC 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: DWH, LLC

AUTHORIZED COMPANY PERSON: Douglas Wilterdink  11-3-15
NAME SIGNATURE DATE

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:

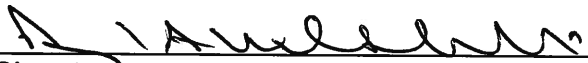
 X Master Card

 Visa Card

Company Name: DWH, LLC

Douglas Wilterdink

Name (printed)


Signature

 11-3-2015

Date:

 Managing Partner

Title



DWHLLC0-01

PALMU

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

11/6/2015

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

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

PRODUCER Willis of Michigan, Inc. c/o 26 Century Blvd P.O. Box 305191 Nashville, TN 37230-5191	CONTACT NAME: certificates@willis.com PHONE (A/C, No, Ext): (877) 945-7378 FAX (A/C, No): (888) 467-2378 E-MAIL ADDRESS:														
INSURED DWH, LLC 180 Monroe NW Suite 2R Grand Rapids, MI 49503	<table border="1"><tr><th>INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr><tr><td>INSURER A : Hartford Casualty Insurance Company</td><td>29424</td></tr><tr><td>INSURER B :</td><td></td></tr><tr><td>INSURER C :</td><td></td></tr><tr><td>INSURER D :</td><td></td></tr><tr><td>INSURER E :</td><td></td></tr><tr><td>INSURER F :</td><td></td></tr></table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Hartford Casualty Insurance Company	29424	INSURER B :		INSURER C :		INSURER D :		INSURER E :		INSURER F :	
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INSURER F :															

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS														
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		83SBAUH2841	11/01/2015	11/01/2016	<table border="1"><tr><td>EACH OCCURRENCE</td><td>\$ 1,000,000</td></tr><tr><td>DAMAGE TO RENTED PREMISES (Ea occurrence)</td><td>\$ 300,000</td></tr><tr><td>MED EXP (Any one person)</td><td>\$ 10,000</td></tr><tr><td>PERSONAL & ADV INJURY</td><td>\$ 1,000,000</td></tr><tr><td>GENERAL AGGREGATE</td><td>\$ 2,000,000</td></tr><tr><td>PRODUCTS - COMP/OP AGG</td><td>\$ 2,000,000</td></tr><tr><td></td><td>\$</td></tr></table>	EACH OCCURRENCE	\$ 1,000,000	DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 300,000	MED EXP (Any one person)	\$ 10,000	PERSONAL & ADV INJURY	\$ 1,000,000	GENERAL AGGREGATE	\$ 2,000,000	PRODUCTS - COMP/OP AGG	\$ 2,000,000		\$
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	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS					<table border="1"><tr><td>COMBINED SINGLE LIMIT (Ea accident)</td><td>\$</td></tr><tr><td>BODILY INJURY (Per person)</td><td>\$</td></tr><tr><td>BODILY INJURY (Per accident)</td><td>\$</td></tr><tr><td>PROPERTY DAMAGE (Per accident)</td><td>\$</td></tr><tr><td></td><td>\$</td></tr></table>	COMBINED SINGLE LIMIT (Ea accident)	\$	BODILY INJURY (Per person)	\$	BODILY INJURY (Per accident)	\$	PROPERTY DAMAGE (Per accident)	\$		\$				
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EACH OCCURRENCE	\$																			
AGGREGATE	\$																			
	\$																			
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y / N <input type="checkbox"/> N / A		83WECBV8191	11/01/2015	11/01/2016	<table border="1"><tr><td>PER STATUTE</td><td>OTH-ER</td></tr><tr><td>E.L. EACH ACCIDENT</td><td>\$ 500,000</td></tr><tr><td>E.L. DISEASE - EA EMPLOYEE</td><td>\$ 500,000</td></tr><tr><td>E.L. DISEASE - POLICY LIMIT</td><td>\$ 500,000</td></tr></table>	PER STATUTE	OTH-ER	E.L. EACH ACCIDENT	\$ 500,000	E.L. DISEASE - EA EMPLOYEE	\$ 500,000	E.L. DISEASE - POLICY LIMIT	\$ 500,000						
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E.L. DISEASE - POLICY LIMIT	\$ 500,000																			
B	Errors & Omissions		MPL1751161	10/21/2015	10/21/2016	Limit of Liability: \$2,000,000 Policy Aggregate: \$2,000,000 Deductible: \$10,000 Each Claim														

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

CERTIFICATE HOLDER

CANCELLATION

Insurance Purposes Only

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

AUTHORIZED REPRESENTATIVE

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