

STATEMENT OF QUALIFICATIONS

MAY 15, 2019

RFQu #20190061



SUBMITTED BY:

LEON CORBETT

DIRECTOR, FINANCIAL SOLUTIONS

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STUDY OF COMMERCIAL AND RESIDENTIAL FEES FOR THE PUBLIC WORKS DEPARTMENT

CITY OF PORT ST. LUCIE, FLORIDA





Date of Submission: May 16, 2019

June Raymond, Procurement Agent I
Procurement Management Department
121 SW Port St. Lucie Boulevard
Port St. Lucie, FL 34984-5099

**RE: Cover Letter - (RFQu #20190061)
Study of Commercial and Residential Fees for the Public Works Department**

Dear Ms. Raymond:

MGT Consulting Group (MGT) is pleased to respond to the City of Port St. Lucie (City) request for qualifications for a study of commercial and residential fees for the Public Works Department. We commend the City’s decision to review these fees during a period of impressive growth. **Our Florida-based consultants report that the City is on track to issue as many as 2,800 building permits this year – one of the highest figures since the boom of the early 2000s. As the volume of corresponding City services increases, so does the importance of ensuring its Public Works fees are both equitable and defensible.** Choosing an experienced consulting partner like MGT is critical. Key individuals on our project team have managed and prepared user fee studies across the country since the early 1980s. Our approach and detailed task plan are the result of decades of experience in providing cost of services (user fee) studies. **What makes us stand out? MGT brings a deep team of experts offering comprehensive knowledge of fees and local government operations in Florida and throughout the U.S.**

The following senior staff members are the contracting and project contacts for this engagement:

AUTHORIZED TO COMMIT THE FIRM	J. Bradley Burgess, Executive Vice President of Financial Solutions 2251 Harvard St., Ste. 134 Sacramento, CA 95815 P: 916.443.3411 Email: bburgess@mgtconsulting.com
PERSON TO CONTACT FOR PROPOSAL CLARIFICATION	Leon Corbett, Director of Financial Solutions 516 North Adams Street Tallahassee, FL 32301 P: 850.321.4469 Email: lcorbett@mgtconsulting.com

MGT has delivered more cost allocation plans and user fee studies to more governmental jurisdictions than all our current competitors combined. Our analysis and advice in these key financial services has been trusted by local agencies for over 35 years. At the end of this study, the City of Port St. Lucie will have a rigorously prepared, equitable, transparent and defensible master fee schedule. We look forward to the opportunity of working together.

Sincerely,

J. Bradley Burgess
Executive Vice President of MGT Financial Solutions
MGT of America Consulting, LLC



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I. RFQu REPLY SHEET

Study of Commercial and Residential Fees for the Public Works Department

City of Port St. Lucie, Florida

RFQu Reply Sheet

Study of Commercial and Residential Fees for the Public Works Department # 20190061

1. **ORGANIZATIONAL PROFILE**- COMPANY NAME: **Legal Name: MGT of America Consulting, LLC**

PHYSICAL ADDRESS: **Headquarters: 4320 West Kennedy Boulevard, Suite 200, Tampa, FL 33609**

MAILING ADDRESS: **4320 West Kennedy Boulevard, Suite 200, Tampa, FL 33609**

TELEPHONE NUMBER: **888.302.0899**

FAX NO. **850.385.4501**

CONTACT PERSON **Leon Corbett**

E-MAIL : **lcorbett@mgtconsulting.com**

Is the firm incorporated? Yes No If yes, in what state? Provide a list of officers for this entity. **Provided after this reply sheet**

2. **PROPOSAL RESPONSE**- Please attach responses to the following:

- 2.1. Please provide an Executive Summary.
 - 2.2. Provide a listing of firm's current contracts.
 - 2.3. What is your proposed Management Plan for this project?
 - 2.4. What is your proposed Work Plan for this project?
 - 2.5. Making adjustment for issues that may arise during this project, what is your proposed Schedule for this project?
 - 2.6. Does the firm recommend any optional value-added services to this project?
 - 2.7. Has the Proposer or any of its principals ever been declared bankrupt or reorganized under Chapter 11 or put into receivership?
 - 2.8. List any lawsuits pending or completed within the past five (5) years involving the corporation, partnership or individuals with more than ten percent (10%) interest: (N/A is not an acceptable answer).
 - 2.9. List any judgements from lawsuits in the last five (5) years: (N/A is not an acceptable answer).
 - 2.10. List any criminal violations and/or convictions of the Proposer and/or any of its principals: (N/A is not an acceptable answer).
 - 2.11. Please provide firm's financial disclosure documents as described in section 8 of this document.
 - 2.12. Is your firm claiming, "Local Preference"? If so, please provide documentation as described in section 8 of this document.
 - 2.13. Does your firm hold a Minority Business Certification as described in section 8 of this document? If so, please attach.
 - 2.14. Using the reference form below please provide three (3) references for projects within the last three (3) years similar in scope to the services described in this RFQu.
3. **VENDOR'S LIST** - If your company offers commodities other than the one (1) specified for this bid, and you wish to be put on the vendor's list, please contact Onvia.com at (800) 711-1712. Bid Tabulation Reports are advertised on the City's Web Site at www.cityofpsl.com.
4. **INSURANCE CERTIFICATES LICENSE** - Proposers are required, to submit a copy of their Insurance Certificate for the type and dollar amount of insurance they currently maintain. Proposers are required to submit all licenses and certifications required to perform this project.
5. **COMPLETION OF FORM** - An authorized representative of the firm offering this RFQu must complete this form in its entirety. Terms entered herein shall not be subject to withdrawal or escalation by Proposer. The City reserves the right to hold proposals and bid guarantees for a period not to exceed one hundred twenty (120) calendar days after the date of the bid opening stated in the Invitation to Bid before awarding the Contract. Contract award constitutes the date that City Council executes the motion to award the bid.

I. RFQU REPLY SHEET
♦ ♦ ♦

Study of Commercial and Residential Fees for the Public Works Department

City of Port St. Lucie, Florida

6. **CONTRACT** - Proposer agrees to comply with all requirements stated in the specifications for this RFQu.
7. **ADDENDUM ACKNOWLEDGMENT** - Proposer acknowledges that the following addenda have been received and are included in its proposal:

Addendum Number	date Issued
1	May 8, 2019

CERTIFICATION:

This RFQu is submitted by: Name (print) J. Bradley Burgess who is an officer of the above firm duly authorized to sign proposals and enter into contracts. I certify that this RFQu- #20190061 is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a proposal for the same materials, supplies, or equipment, and is in all respects fair and without collusion or fraud.

The proposer understands that information contained in this Reply will be relied upon by City in awarding the proposed Contract and such information is warranted by the proposer to be true. The undersigned proposer agrees to furnish such additional information, prior to acceptance of any proposal relating to the qualifications of the proposer, as may be required by the City.

I certify that the information and responses provided on this Reply are true, accurate and complete. The City may contact any entity or reference listed in this Reply. Each entity or reference may make any information concerning the Consultant available to the City.

I agree to abide by all conditions of this RFQu.:


Signature _____ **Executive Vice President of Financial Solutions**
Title

If a corporation renders this RFQu, the corporate seal attested by the secretary shall be affixed below. Any agent signing this RFQu shall attach to this form evidence of legal authority. **Please see attached Officers Certification of Resolution of authorized signers**

Witnesses:

Fred Seamon, PhD
Print name 

A. Trey Traviesa
Print name 

If Individual:

N/A
Signature
N/A
Print Name

If Partnership:

N/A
Print Name of Firm

By: N/A
(General Partner)

If Corporation:

N/A
Print Name of Corporation

By: N/A (President)
Attest: N/A (Secretary)



OFFICER'S CERTIFICATE OF RESOLUTION

The UNDERSIGNED, being Executive Vice President and Secretary of MGT OF AMERICA CONSULTING, LLC, a Florida limited liability company (the "Company"), hereby certifies that, at a meeting of the Board of Managers of the Company duly held on January 29, 2016, at which a quorum was present, the following resolution was duly adopted and entered upon the regular minute book of the Company, as in accordance with the Operating Agreement of the Company, and is now in full force and effect to-wit:

“RESOLVED, that the following named officers for the Company, be and hereby are authorized, directed and empowered for, in the name and on behalf of the Company to sign seal, execute, acknowledge and deliver all contracts, bonds, and other obligations of the Company; the execution of any such contract, bond or obligation by such officers to be valid and binding upon the Company for all purposes:

- A. Trey Traviesa - Chairman and Chief Executive Officer
- Fred Seamon - Executive Vice President and Secretary
- J. Bradley Burgess - Executive Vice President and Treasurer

I HEREBY certify that the foregoing is a true and exact copy of the resolution adopted by the Board of Managers of the Company and that such resolution has not been amended, modified or revoked and is still in full force and effect.

Attested this 2nd day of January, 2019

MGT OF AMERICA CONSULTING, LLC

By: *Fred Seamon*

Fred Seamon

Executive Vice President and Secretary



516 North Adams St. | Tallahassee, FL 32301 | 850.386.3191 | mgtconsulting.com



MGT BOARD OF MANAGERS

- ◆ Trey Traviesa | Chairman
- ◆ Fred Seamon | Secretary
- ◆ J. Bradley Burgess | Treasurer
- ◆ Maria Martinez | Outside Member
- ◆ Jerry Ciesla | Member
- ◆ Jim Horne | Member
- ◆ Jerry Hogue | Outside Member

2. EXECUTIVE SUMMARY

INTRODUCTION OF FIRM

MGT Consulting Group (MGT) is pleased to present this proposal to the City of Port St. Lucie (City) for a study of residential and commercial fees for the Public Works Department. Our consulting group has an unparalleled level of experience in providing cost-of-service analysis to government entities over several decades. Founded in 1974, MGT has extensive experience in fee studies, cost allocation plans, and associated rate development in a wide variety of public agencies, including many Florida cities and counties.

Over the past 45 years, the firm has judiciously expanded its consulting capabilities. We are a national consulting firm specializing in *assisting public sector clients in operating more efficiently and effectively*. A significant portion of MGT's work is repeat business, reflecting the high level of customer satisfaction in the firm's ability to do the job and do it right.

MGT was established by a group of former public-sector employees to provide management consulting services to assist state and local government clients. MGT has specialized in helping *local* agency clients achieve success in planning for their operational and long-range needs. We have a deep understanding of state and local government environments and the trends that impact governmental organizations needs for user fee studies. MGT's clients appreciate and benefit from high-quality quantitative and qualitative analysis, detailed findings, and objective recommendations that are practical and actionable.

Part of our success is based upon our commitment to be flexible and responsive. MGT has successfully delivered more than 10,000 projects through a careful balance of addressing the immediate needs of our clients, while maintaining the vision and direction towards their long-term goals and monitoring industry best practices.

Florida is home to MGT, and we have grown to include offices around the country as evidenced below. Our firm has over 90 professionals and administrative staff to support client success.

FLORIDA

Tampa | Tallahassee

CALIFORNIA

Sacramento | Pasadena

COLORADO

Denver

INDIANA

Indianapolis

KANSAS

Wichita

MARYLAND

Gaithersburg

MICHIGAN

Bay City

NORTH CAROLINA

Raleigh

TEXAS

Austin

VIRGINIA

Richmond

WASHINGTON

Olympia



MGT has maintained the highest professional standards throughout our 45-year history. The services that we provide our clients are based in data-driven recommendations and tempered by political and social realities. We measure our success by meeting our client's goals and objectives and enhancing our clients' ability to serve the public.

2. EXECUTIVE SUMMARY



MGT has acquired a keen understanding of the structures, operations, and issues facing local governmental entities. This understanding comes from over 30 years of extensive experience in providing financial and management consulting for state and local governments, and the prior work experience of MGT consultants. Prior to working as consultants, most of MGT's consultants worked in government agencies as managers and staff, several of them for Florida cities and counties. This practical knowledge and understanding of government structures and processes gives MGT consultants an ability to hit the ground running from the very start of a project. MGT consultants understand what it means to work within constrained timelines, and the need to produce a study that will concisely and clearly articulate findings and results.

We are proud to offer our incomparable consulting experience and the exceptional expertise of our team members. We bring the breadth of knowledge that is vital in identifying real, practical solutions for clients like the City of Port St. Lucie.

EXECUTIVE SUMMARY

The MGT financial solutions team concentrates on user fee studies, cost allocation plans, state mandate cost reimbursement claiming, indirect cost rate proposals, and internal service fund rate calculations. These are our **core service offerings** and our consultants have been leading innovators and practitioners in this field since the late 1980s.

MGT has the deepest consulting bench in the local government cost and revenue industry. This depth assures our clients that:

1. MGT has the ability to complete the assignment no matter what happens to any one particular consultant.
2. If a project timeline needs to be accelerated, MGT has the resources to commit additional staff to the engagement.
3. With a combined 483 years of cost plan and **372 years of user fee study experience**, there are no issues that our team has not addressed, and that expertise is only a phone call away.

PROJECT UNDERSTANDING

MGT understands jurisdictions like Port St. Lucie and prepares more city cost allocation plans and user fee studies than any other firm. Our consultants have designed new cost allocation and user fee charging methodologies and approaches. In addition to our experience and technical expertise, one of MGT's greatest strengths is our consultants' ability to communicate effectively with our clients, from direct operational staff that provide user fee or cost plan services, up to managers, directors, and elected officials. We provide flexibility in the amount of time each level within our clients' organizational structure wants to devote to the study while making sure that everyone involved in the study understands the scope, objectives, and most importantly, the outcome(s).

The key individuals on our project team have managed and prepared user fee studies across the country since the early 1980s. Our approach and detailed task plan are the result of decades of experience in providing cost of services (user fee) studies. MGT brings both a comprehensive knowledge of user fees

2. EXECUTIVE SUMMARY



and local government operations in Florida, as well as a national perspective with years of user fee experience in over 15 states.

OPPORTUNITIES OF FEE STUDIES

Conducting a Public Works user fee study will provide the City an opportunity to understand the true or full costs of providing these services and set appropriate cost recovery and subsidy levels. As a result, the City may realize increased revenues from certain fees while also better allocating resources and aligning priorities with service options and delivery.

FEE STUDY EXPERIENCE

There are 30 permanent cost consultants in MGT Financial Solutions. MGT has the deepest consulting bench in the local government cost and revenue industry. MGT Financial Solutions traces its roots to David M. Griffith & Associates (DMG). DMG delivered more user fee studies and cost allocation plans to more local governments than any other firm—then or since. It is fair to say that DMG pioneered the cost plan business for local governments on a national scale. Virtually all of the Division’s consultants worked for DMG prior to its acquisition by MAXIMUS, Inc. We continue to set the standard for creativity and commitment to our client’s goals, qualities that set DMG apart from all competitors. The majority of our costing consultants have been directly employed in producing *user fee studies for more than 18 years*, with the overall average of 14 years of direct government consulting experience.

PARTNERING WITH CITY OF ST. LUCIE STAFF

This project will be a partnership between the City’s leadership and staff and the MGT engagement team. Following the kick-off meeting, we will have several immersion meetings early in the process. The immersion meetings will require department staff who are knowledgeable about fee services, volume statistics and information flow within the department. During the kickoff meeting, we will discuss typical time commitments required of City staff for the meetings and work product reviews for each stage of the project.

VALUE-ADDED SERVICES

MGT recommends one optional Value-Added Services that goes beyond the identified scope, based on its experience with other user fee services. If determined necessary, MGT will advise the City on a “phasing in” approach to achieve full cost recovery over a timeline that best matches related service level changes and within acceptable levels to the City’s stakeholders and customers.

CONCLUSION

Thank you for the opportunity to submit this proposal for fee study services. The consulting team we have proposed for the City’s project is exceptional and unmatched. This team will be supported by a group of analysts based in Florida and across the country, offering a unique blend of local and national perspectives. Our team will be able to run concurrent meetings with different departments which will cause minimal disruption to City staff. Most importantly, our consulting team will work together with the City’s key players to find the perfect approach to cost recovery and subsidization policy to produce a practical fee schedule for the City of Port St. Lucie. The executive-in-charge of this project, Brad Burgess, personally assures the City that this project will run smoothly and will achieve the City’s desired results within the City’s target timeline. We want to be the City’s go-to financial solutions consulting firm, both now and in the future. Thank you and we hope to be of service to the City on this important project.

3. CURRENT CONTRACTS OF LIKE PROJECTS

MGT has no obligations that could pose a potential conflict of interest and does not currently hold a contract with the City of Port St. Lucie.

MGT is committed to providing responsive service and understand that time is money. Our current workload will not hinder our ability or commitment to provide the City with the same quality and timely service as received by all of our clients. Each proposed team member is available to begin your project upon receipt of a signed contract. Should additional resources become required throughout the course of providing services, or should the project schedule become accelerated, MGT can draw from the expertise and resources of our entire firm of 90+ employees to help meet your needs. We will commit the resources necessary to get the job done.

We have thoughtfully brought together a team to provide outstanding services in a responsive, cost-effective, innovative and creative manner to the City. This high-powered team provides the City with the local knowledge and experience needed and covers the range of projects that may arise under this contract.

Below is a summary of similar projects conducted by this project team.

MGT Current and Recent User Fee Clients	
City of Fort Myers, Florida	City of Midland, Texas
Sarasota County, Florida	City of Dallas, Texas
Collier County, Florida	City of Houston, Texas
City of Tamarac, Florida	City of Corpus Christi, Texas
City of Safety Harbor, Florida	City of Longview, Texas
City of Greensboro, North Carolina	City of Arlington, Texas
City of Raleigh, North Carolina	City of Bryan, Texas
City of Ft. Collins, Colorado	City of College Station, Texas
City and County of San Francisco, California	City of Garland, Texas
Oakland, California	City of Odessa, Texas
City of Newport Beach, California	City of Plano, Texas
City of Sacramento, California	City of San Angelo, Texas
City of Des Moines, Iowa	City of San Antonio, Texas
City of Fort Worth, Texas	San Patricio County, Texas
City of Longview, Texas	State of Texas Attorney General

4. MANAGEMENT PLAN

QUALIFICATIONS OF THE FIRM AND KEY PERSONNEL

WHAT MAKES MGT CONSULTING THE BEST QUALIFIED FIRM?

As a consulting group, we have delivered more user fee analyses to more governmental jurisdictions than all our current competition combined. We will deliver all requested services to the City's complete satisfaction and achieve the City's overall goals and objectives.

MGT Consulting is the best choice for the City of Port St. Lucie's project for a variety of reasons, including:

- ◆ **This is Our Core Business.** Preparing cost allocation plans and user fee studies is the MGT Financial Solutions team's core business. There are engineering firms and small CPA companies who dabble in this area, but these firms are not committed to these core services over the long run. MGT has over 30 full-time consultants who prepare cost plans and user fee studies all year, every year. This focus and commitment allow us to provide better service and the best advice in these areas.
- ◆ **Finest Project Staff and Deepest Bench.** MGT has handpicked the finest consultants in the cost accounting field. No other single factor is as important as the professional staff providing the analysis and managing the project.
- ◆ **Proximity.** With consultants on our project team located in Tampa and Tallahassee, we will be close to Port St. Lucie throughout the study. We will provide plenty of on-site consulting and assistance.
- ◆ **Anticipation.** We know what factors produce exceptional studies and what causes projects to stall or eventually fail. MGT will provide the City with a plan for the best possible project for Port St. Lucie. You will know what the project milestones are, who is responsible for what tasks and we'll show you how to avoid the timeline pitfalls that can derail this type of project.
- ◆ **Innovations.** MGT's consultants pioneered the structure of the modern user fee study, as well as the most recent innovation – a summary page for each user fee. This fee summary allows members of the public to know how the City arrived at the fee level for any fee included in the study. The full cost and any subsidy for that fee are shown in an easy-to-understand format. This saves time at the counter and builds trust with the public.
- ◆ **Defensible Approach.** Our "bottom-up," detailed approach described in Section "A" ensures the most accurate and defensible method to calculate the cost of each permit application fee.
- ◆ **Legacy Services.** MGT is driven to ensure the City receives a terrific study. After study completion, MGT will return in six months (or sooner) for one day to assist with any implementation issues. We also will be available at no additional charge to answer questions about either part of the engagement for no additional fees. We want you to be a happy client, both now and in the future.



PROJECT TEAM EXPERIENCE

Although the qualifications and experience of a firm are important, perhaps more important is the knowledge and experience of the proposed project team. The proposed project team combines rich, deep knowledge and experience in preparing user fee studies with direct, recent experience providing these services in localities in Florida and across the nation. This work has included commercial and residential fees as part of the scope of services.

1. There are **three primary benefits** to our proposed project team. **The first**, and perhaps the greatest benefit, is the proposed project team’s extensive experience working with government agencies in Florida and across the country on cost of service and user fee analysis projects. For many years, the proposed project consultants successfully provided user fee and cost allocation services and offer a diverse range of backgrounds that complement each other. The Project Director has directed user fee study and cost allocation plan preparation in numerous local governments across the United States.
2. The **second benefit** is that the expertise of the team as a whole is greater than the sum of the team’s parts. The four team members bring unique education, skills, and experiences from numerous governmental cost allocation, user fee, management study, and performance review consulting engagements, including several Florida cities.
3. The **third benefit** is that by placing a team of four experts directly on the project, all phases of the project are completed in a timely manner that results in an overall on-time project. With two of the proposed team members located in Florida, our local accessibility adds to the efficiency of our proposal.

Our proposed project team offers powerful advantages to the City of Port St. Lucie.

As our clients will testify, MGT project teams enter a cost allocation plan or user fee engagement eager to assist the organization in maximizing its recoveries and exploring creative, defensible ways to improve on the existing costing methodologies or to develop new methodologies from the ground up.

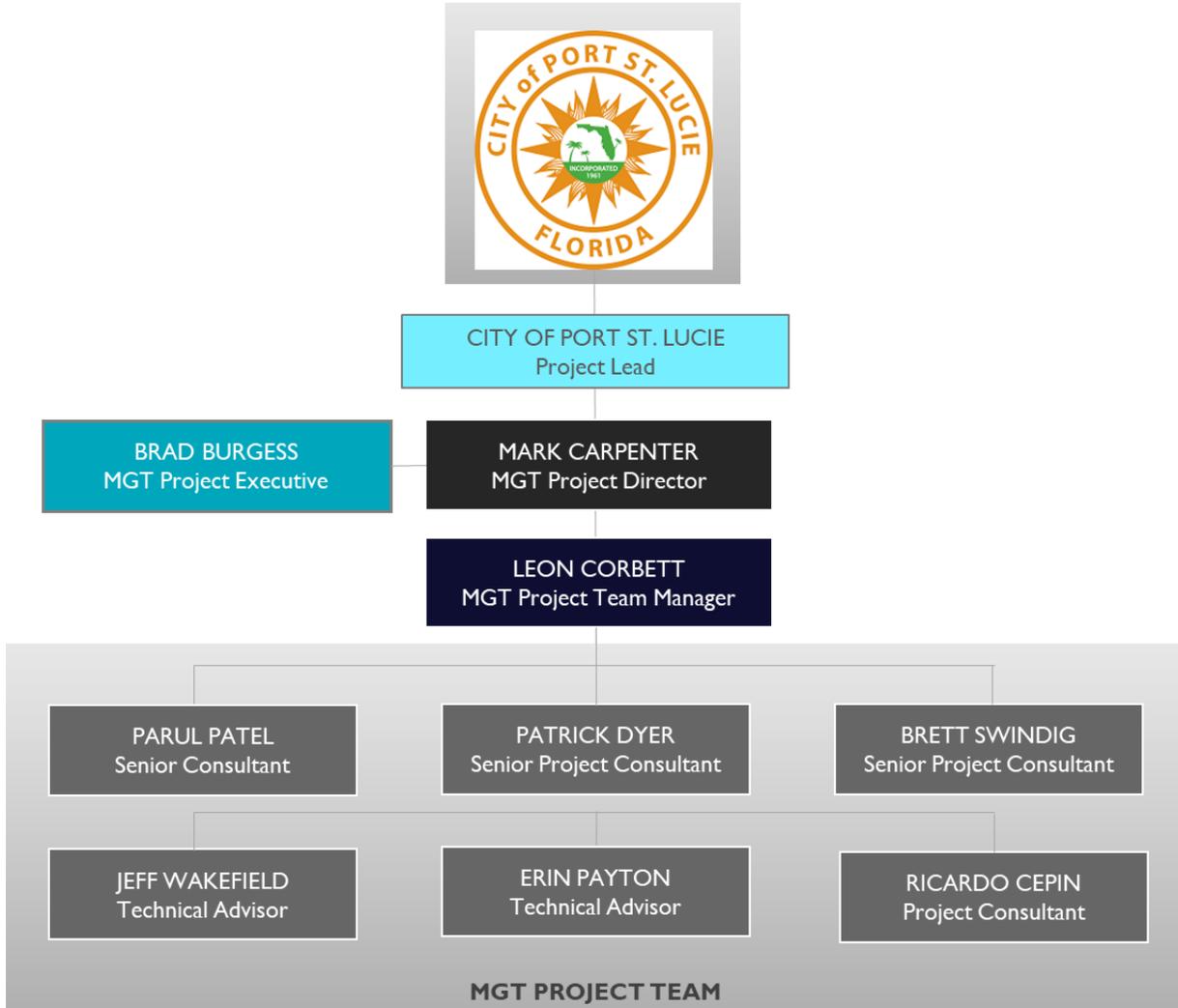
<div style="text-align: center; font-size: 2em; margin-bottom: 10px;">1</div> <div style="text-align: center; margin-bottom: 10px;">  </div> <p>Florida Experience</p> <p><i>A team comprised of consultants with multiple years of experience providing similar services across the nation as well as recent, relevant work with Florida local governments.</i></p>	<div style="text-align: center; font-size: 2em; margin-bottom: 10px;">2</div> <div style="text-align: center; margin-bottom: 10px;">  </div> <p>Expertise</p> <p><i>A high performing team of user fee, cost allocation, and government budget expertise. This means the City will not rely on one “national expert” along with a revolving door of untrained, junior level staff.</i></p>	<div style="text-align: center; font-size: 2em; margin-bottom: 10px;">3</div> <div style="text-align: center; margin-bottom: 10px;">  </div> <p>Cohesive Team</p> <p><i>A cohesive team that has worked together on related projects means instant access to insight and perspectives. With consultants based nearby in our Tampa headquarters and Tallahassee offices, MGT’s consulting team can hit the ground running and minimize the amount of time required by City staff to oversee the project.</i></p>
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4. MANAGEMENT PLAN



The organizational structure of the proposed project team is illustrated in **Exhibit 1**. Relevant experience summaries of the team members follow.

Exhibit 1. Proposed Organizational Structure



All proposed personnel for this engagement are experienced, responsible, and capable in the performance of fee studies to perform all work under this contact in a manner consistent with the highest industry standards, all within the deadlines determined by the City.



Following are brief descriptions of each consultant’s project role, qualifications, and experience.

J. BRADLEY BURGESS | PROJECT EXECUTIVE



Mr. J. Bradley Burgess is an Executive Vice President with MGT and is responsible for MGT Financial Solutions nationally. He is also a member of our firm’s Board of Directors. He will serve as the Project Executive for this engagement. Mr. Burgess will be responsible for ensuring that this project is staffed properly. His objective will be that the City of Port St. Lucie is unconditionally satisfied with the services received from MGT consultants.

Mr. Burgess is an expert in project management, having managed or directed over 340 projects over his 28-year local government consulting career. He has taught hundreds of government finance officials indirect cost theory and application through numerous training sessions. He is a frequent presenter at conferences and workshops for clients, state and local governments, and state associations.

City personnel will be able to utilize project results and rely on advice on cost of service matters provided by MGT consultants.

J. MARK CARPENTER | PROJECT DIRECTOR



Mr. Carpenter is a Director with MGT Financial Solutions. As the Project Director, he will serve as the leading user fee expert on the project. He will participate in meetings with the City and ensure resources are in place to support the study. He will support the project team by providing direction in the preparation of the departmental user fee cost structure analyses, identifying allowable costs, reviewing data and draft calculations, and developing the final user fee cost calculations. Mr. Carpenter will meet with the City, work with the project team in preparing the fee profile, and assist in developing the draft and final reports and conduct presentations to City staff, stakeholders, and Council Members.

Mr. Carpenter, a Director with MGT based in Dallas, has 37 years of experience in public sector budgeting, cost analysis, and cost allocation. His range of experience includes user fee studies, indirect cost rate proposals, cost allocation plans, long-range financial forecasting, jail rate studies and management audits of a wide variety of departments and functions at both the state and local government levels. *Recently, he managed the Development Services Fee study in the City of Fort Myers, Florida and a user fee study for Sarasota County, Florida. He is currently serving in the Project Director role on the City of Safety Harbor, Florida Building Permit Application Fee study.* He also has experience managing user fee studies for the City of Corpus Christi, Texas; the City of Houston, Texas; the City of Dallas, Texas; the City of Greensboro, NC; and the City of Raleigh, NC.

Example cost analysis projects Mr. Carpenter has participated in the last five years include:

- ◆ City of Fort Myers, Florida (Development Services Fee Study)
- ◆ Sarasota County, Florida (User Fee)
- ◆ City of Dallas, Texas (User Fee)
- ◆ City of Longview, Texas
- ◆ City of Greensboro, North Carolina (User Fee)
- ◆ City of Corpus Christi, Texas (User Fee)
- ◆ City of Raleigh, North Carolina (User Fee)
- ◆ City of Houston, Texas (Cost Allocation and User Fee)



LEON CORBETT | PROJECT TEAM MANAGER



Mr. Corbett will serve as Project Team Manager and conduct project communications with the City. Mr. Corbett will kick-off the user fee project, oversee day-to-day activities and assist in presenting the final results to City staff, stakeholders, and Council Members. Mr. Corbett also will have responsibility for the project activities, oversight and quality assurance. He will coordinate with the project team in developing cost recovery recommendations that incorporate analysis and findings

from the entire project and ensure that the City is informed of the project’s progress towards completion. Mr. Corbett will assist with fee calculations and help prepare the project report.

Mr. Corbett, a Director for MGT based in Tallahassee, has an MBA with more than a decade of experience in Florida government, infrastructure finance, funding, and project management. Since joining MGT, he has managed a user fee study currently underway for the City of Safety Harbor, Florida Building Permit Application Fees, and he has assisted with similar user fee work for the City of Dallas. As the Project Finance Manager at the Florida Department of Transportation, he worked on a full spectrum of projects throughout Florida, focused on innovative finance and project delivery mechanisms including public-private partnerships, bonding, tolling and State Infrastructure Bank loans. His experience with user fees in transportation includes developing the state’s financial policy for its tolled express lanes systems. He also is experienced with value capture strategies such as leveraging customer facility charges. Prior to FDOT, he served as Director of Advertising and Direct Marketing for Visit Florida, the state’s official tourism marketing corporation. Mr. Corbett recently earned the Project Management Professional certification.

PARUL PATEL | SENIOR CONSULTANT



Ms. Patel is a Senior Consultant with MGT based in Raleigh and has over 13 years of user fee and cost allocation experience. Ms. Patel is the firm’s senior cost accounting expert on the East Coast. *She is one of the most experienced cost analysts in the nation and has completed more than 90 cost plan and user fee studies for local governments.*

She has an MBA with over a decade of project management experience in finance/accounting and professional government consulting experience. She has worked with over 75 agencies including states, cities, counties, and special districts on cost accounting projects. She assists agencies in maximizing general fund cost recoveries from federally funded programs, enterprise and special revenue funds. Her range of experience includes user fee studies, cost allocation plans (2 CFR Part 200), full cost allocation plans (GAAP), indirect cost rate proposals, and financial reporting and analysis. As the Project Consultant, she will assist in the initial analysis and organization of the financial data and will provide support to the Technical Specialist and Project Manager. Representative clients that Ms. Patel has provided cost analysis projects to in the last five years include:

- ◆ City of Coral Springs, FL
- ◆ City of Hollywood, FL
- ◆ City of Margate, FL
- ◆ City of Newport News, VA
- ◆ City of Portsmouth, FL
- ◆ City of Rockville, MD
- ◆ City of St. Petersburg, FL
- ◆ City of Suffolk, VA
- ◆ City of Sunrise, FL
- ◆ City of Tallahassee, FL
- ◆ City of Tamarac, FL
- ◆ Broward County, FL
- ◆ Collier County, VA
- ◆ Frederick County, MD
- ◆ Jefferson County, AL
- ◆ Loudoun County, VA
- ◆ Martin County, FL
- ◆ Rio Grande Council of Gov., TX



PATRICK DYER | SENIOR PROJECT CONSULTANT



Mr. Dyer is a Vice President with MGT, based in Sacramento, who has over 20 years of professional experience in government operations. He has worked with city, county, state, special district, joint powers authority government agencies on cost accounting and state mandated cost claiming projects during his twelve-year consulting tenure.

Mr. Dyer’s most recent consulting projects focus on the following areas: development cost of service / user fee calculations, regulated cannabis/marijuana studies, city and transit agency cost allocation plans and state mandated cost consulting.

JEFF WAKEFIELD | TECHNICAL ADVISOR



Mr. Wakefield, a Senior Manager with MGT based in Sacramento, will serve the City as the subject matter expert in development fees. In this role, he will have responsibility for working directly with the Public Works departments’ staff and applying his best creative ideas and solutions to this engagement. He will meet with staff to collect time estimates, prepare draft calculations, review draft calculations with department personnel, and compile data into the final reports. Mr. Wakefield has unmatched

experience conducting similar building department studies, like the one being requested by Port St. Lucie. *He has worked with Mr. Carpenter to complete a similar project with the City of Plano, Texas and recently helped complete the Development Services Fee study for the City of Fort Myers, Florida. He is currently serving in the same role on the City of Safety Harbor, Florida Building Permit Application Fee study.* He has completed similar studies with the City of Tamarac, Florida and Collier County, Florida. In 2015, he worked with Mr. Carpenter on the development services user fee study for the City of Houston, Texas.

Some similar user fee projects Mr. Wakefield has participated in the last five years include:

- ◆ Butte County, CA (Comprehensive User Fee Study)
- ◆ City of Anaheim, CA (Comprehensive User Fee Study)
- ◆ City of Houston, TX (Development User Fee Study)
- ◆ City of Oakland, CA (Development User Fee Study)
- ◆ City of Sacramento, CA (Fire Department User Fee Study)
- ◆ City of San Diego, CA (Development User Fee Study)
- ◆ City of San Francisco, CA (Department of Building Inspection User Fee Study)
- ◆ City of Santa Clara, CA (Comprehensive User Fee Study)
- ◆ City of Santa Monica, CA (Development User Fee Study)
- ◆ City of Vallejo, CA (Comprehensive User Fee Study)
- ◆ City Raleigh, NC (Development User Fee Study)
- ◆ El Dorado County Health and Human Services Agency, CA (User Fee Study)
- ◆ Monterey County, CA (Environmental Health User Fee Study)
- ◆ Santa Barbara County, CA (Building User Fee Study)



ERIN PAYTON | TECHNICAL ADVISOR



Ms. Payton is a Director with MGT Financial Solutions based in Portland. She will work with the project team as a Technical Advisor. The team will consult with her in developing specialized approaches to costing philosophies in the building permit fee areas. Ms. Payton has prepared more than 200 user fee studies for governmental entities, perhaps more than any other consultant with any firm. She is recognized as an industry leader in user fee methodology and application. Her clients include a full range of both small and large population cities and counties throughout the United States.

Some recent user fee projects Ms. Payton has participated in include:

- ◆ City of Raleigh, NC
- ◆ City of Houston, TX
- ◆ City of Des Moines, IA
- ◆ City of Newport Beach, CA
- ◆ City of Sacramento, CA

BRETT SWENDIG | SENIOR PROJECT CONSULTANT



Mr. Swendig will serve the City as Project Consultant. In this role, he will have responsibility for supplementing the day-to-day activities of the Project Director including assistance in developing the detailed cost accounting analysis that includes all direct and indirect costs. This responsibility includes follow up with departments; data input; reviewing draft calculations; and quality assurance of draft and final deliverables.

Mr. Swendig is a Senior Consultant with MGT based in Dallas with over seven years of experience working in and with non-profit and local government organizations including user fee studies with large governmental agencies. *He has been instrumental in relevant projects including user fee studies in Fort Myers, Florida and Raleigh, North Carolina.* He is currently working on user fee study for Sarasota County, Florida and Fort Collins, Colorado. He assisted Mr. Carpenter in the detailed cost analysis of the City of Houston User Fee Study. He also participated in the City of Corpus Christi's recently completed (December 2017) user fee study.

Prior to joining MGT, he held various research and coordinator/manager positions with the Navajo Nation. He has prepared numerous cost allocation plans and cost of service studies for governments in Texas, including the City of Bryan, the City of College Station, the City of Houston, the City of Fort Worth, the City of Longview, the City of Midland, the City of Odessa, and the City of San Antonio.

Mr. Swendig has previously served as a Project Consultant on cost allocation and user fee projects for the following organizations:

- | | | |
|---------------------------|-------------------------------|-----------------------------------|
| ◆ City of Fort Myers, FL | ◆ City of College Station, TX | ◆ City of San Angelo, TX |
| ◆ Sarasota County, FL | ◆ City of Dallas, TX | ◆ City of San Antonio, TX |
| ◆ City of Raleigh, NC | ◆ City of Garland, TX | ◆ San Patricio County, TX |
| ◆ City of Ft. Collins, CO | ◆ City of Houston, TX | ◆ State of Texas Attorney General |
| ◆ City of Arlington, TX | ◆ City of Odessa, TX | |
| ◆ City of Bryan, TX | ◆ City of Plano, TX | |



RICARDO CEPIN | PROJECT CONSULTANT



Mr. Cepin, a Consultant for MGT based in Tampa, is a CPA and CFE and is a skilled audit and accounting professional with over five years of experience conducting financial, operational, compliance, and performance audits of government entities. As a Project Consultant, he will provide support to Project Director and Project Team Manager. He is currently serving in the same role on the City of Safety Harbor, Florida Building Permit Application Fee study. As a consultant with MGT, Mr. Cepin has

served as the Principal Auditor on numerous performance audits of county governments and school districts. He was responsible for oversight of all performance audit activities and compliance with appropriate policies, rules and regulations. Prior to joining MGT, Mr. Cepin was a Senior Internal Auditor with the Hillsborough County's Internal Auditor's Office, where he assisted in various projects, including the performance audit of the Environmental Land Acquisition and Protection Program (ELAPP). Prior to that, he was a Senior Auditor with the State of Florida Auditor General's Office, where he consistently exceeded expectations.

ADDITIONAL AVAILABLE CONSULTING STAFF

One of the advantages of engaging MGT of America Consulting, LLC for this engagement is our deep bench of talented and qualified consultants. If any of the proposed staff are incapacitated in any way, or in the unlikely event that they leave our firm, the following staff will be made available for this project:

- ◆ **Shirley Sewell, 30 years of user fee experience**
- ◆ **Bret Schlyer, 18 years of cost allocation and user fee experience**

Our consulting group has an unparalleled level of experience in providing cost-of-service analysis to government entities over several decades.

PROJECT MANAGEMENT

Each proposed senior level consultant is an expert at project management methods and techniques, especially as they relate to user fees projects. This expertise is rooted in completing hundreds of user fees plans, many for jurisdictions similar in size to the City. Additionally, all MGT consultants attend regular peer group reviews and training sessions to continuously refine project management, client service, and user fee updates.

We will work with the City to set firm timelines and milestones that will match Port St. Lucie's unique circumstances and needs. The project framework will be flexible to accommodate any client circumstance.



MGT’s project management process and client satisfaction components are graphically represented below. We have found that focusing on these six components of client satisfaction ensures that the work is properly performed and that milestones are met on schedule and within budget. The primary tool for delivering each of the components is communication. Our project teams are in regular contact with the Project Director, providing project status updates and explaining any variances from the planned schedule. Additionally, MGT is committed to regular client contact through on-site meetings and formal status updates at regular intervals.

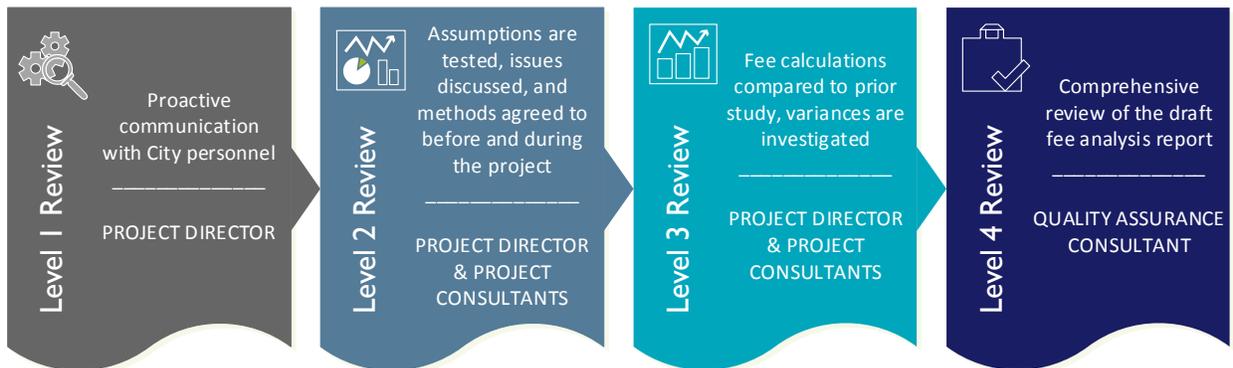
MGT CLIENT SATISFACTION COMPONENTS



MGT QUALITY ASSURANCE PROCESS

MGT understands the importance of having quality assurance practices in place. Our measures are embedded in our User Fee Study process.

We have an internal review process to raise the accuracy of the user fee schedules. This review includes the following steps:



4. MANAGEMENT PLAN



- ◆ A formal review by the Project Director of the study's assumptions and output.
- ◆ Comparison of updated user fee calculations to previous and current fee schedule. Significant variances are identified, investigated and explained to City contacts. In many cases adjustments will be made. Significant remaining variances will be understood by all parties so these can be explained to Council at the implementation/recommendations phase.
- ◆ Reconciliation of available City staff hours vs user fee hours expended. Any red flag results (too many hours expended; too few hours expended) are reviewed with subject matter experts. Underlying assumptions, such as average time requirements and annual construction volumes, are revised to eliminate red flags.
- ◆ A final review of the user fee model by a project quality assurance consultant. This experienced consultant, although not directly involved in the project, offers a fresh perspective on the project and applies knowledge from dozens of similar projects.

PROJECT UNDERSTANDING

The scope of services includes working with staff and reviewing documentation to prepare a study that provides a tool for understanding the current service levels, the cost and demand for those services. Additionally, the study will include recommended fee schedule options that are 1) equitable with similar Florida communities, 2) recover actual costs; and, 3) recover the total cost of the personnel that provide these services.

In addition, we are prepared to have at least three meetings with staff, two meetings with the City Manager's Office/Finance to present the finding of the study, one meeting with stakeholders, five one on one meetings with the City Council Members to present the findings, and two City Council Meetings to present the findings of the study. MGT will work with the City to determine the most appropriate and cost-effective balance of in-person and web-based meetings and teleconferences.

Our review of comparative communities will include, but are not limited to, Cape Coral, Clearwater, Coral Springs, Ft Lauderdale, Ft Pierce, Gainesville, Hollywood, Martin County, Miramar, Palm Bay, Pembroke Pines, St. Lucie County, Stuart, Tallahassee, and West Palm Beach. We also have the ability to leverage relationships – including those from past user fee studies and ones that are currently underway – in Florida and across the nation to prepare the most informative comparative analysis.

PROJECT OBJECTIVES

The following key objectives will be achieved as part of this project:

1. Calculate the full cost of all Public Works-related user fee services.
2. Ensure that fees established by the City and charged to the customer are consistent, fair, and align with other jurisdictions of similar function and size.
3. Be easy to understand and transparent to both City staff and its customers.
4. Ensure fees are dedicated exclusively to related services.
5. Aim to recover costs incurred by the City through the use of staff hours, resources, and other operational expenses.

4. MANAGEMENT PLAN

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In addition, MGT realizes that the process may require a “phasing in” approach to achieve full cost recovery. Therefore, MGT can assist the City in reviewing various strategies to achieve its goal of reaching recovery of the Public Works costs over a timeline that best matches related service level changes and is within acceptable levels to the community being served.

KEY COMPONENTS OF A USER FEE STUDY

A user fee study calculates the full cost of all current and potential fee-for-services activities for those divisions selected by a governmental entity. A user fee service is one in which the applicant (personal, business, organizational) receives a benefit that does not accrue to non-applicants. The underlying philosophy of a user fee study is to identify the full cost of providing a service and then set a cost recovery and subsidy level that is appropriate to the market, service, department and goals of the governmental entity.

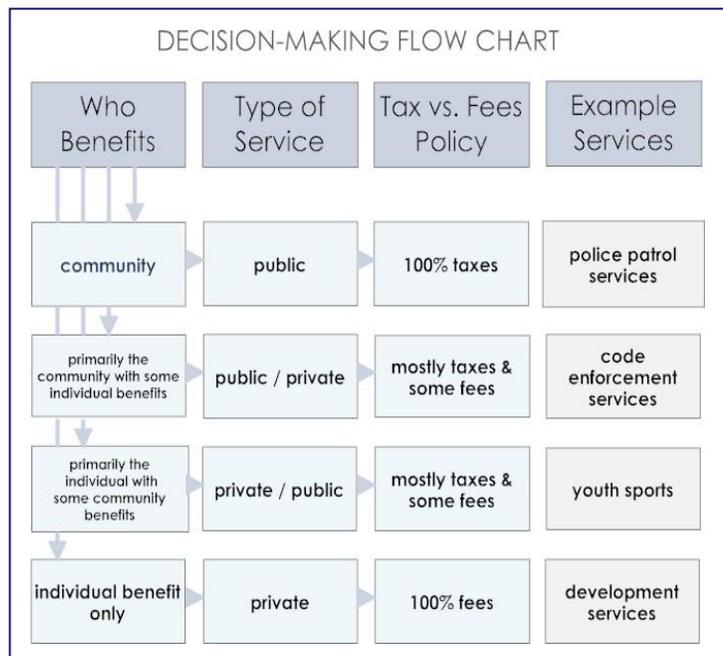
In general, included in a user fee study are negotiated fees for which specific City staff time required to accomplish the fee can be identified. MGT excludes the following items from its user fee studies: taxes, licenses, utility (and similar) rates, and impact fees.

The recipients of some user fee services benefit monetarily and therefore, often the recovery/subsidy policy is to recover the full costs of those services. In our experience, policy-making groups across the country routinely set these fees to recover full, or close to full, costs. MGT will work with the City to study the various levels of cost recovery it has specified.

The recipients of some user fee services do not benefit monetarily, but rather more in a sense of quality of life or building of community and therefore, often the recovery/subsidy policy is to not recover but a fraction of the full costs of those services. This is particularly true in areas such as historic preservation services. In our experience, policy-making groups across the country routinely set these fees below full costs.

The decision-making flow chart to the right provides the basic framework for determining whether a user fee should be implemented, and what relative level of cost recovery should be sought.

Not only do many user fee services fall somewhere in between a full cost recovery policy and a full subsidy policy, but every governmental entity has unique circumstances and requirements making a one-size-fits all or blanket user fee policy unrealistic. Therefore, a user fee study must not just calculate the costs of providing services but also incorporate layers of decisions based on multiple variables such as the following:



4. MANAGEMENT PLAN



- ◆ Elasticity of demand
- ◆ Practicality of collection
- ◆ Encouraging, or discouraging, consumption behavior
- ◆ Private sector competition

OUTCOMES OF A USER FEE STUDY

MGT understands that the City's request for a Public Works user fee study includes the following desired outcomes:

- ◆ Work with staff to define a consistent cost methodology to provide various Public Works fee-related services.
- ◆ Develop an understanding of Public Works business practices, processes and operations through staff interviews and on-site interaction.
- ◆ Determine whether there are any opportunities to implement new fees and potentially expand a diversified revenue stream.
- ◆ Involve stakeholders in the process in an appropriate manner, to ensure that their concerns are identified and incorporated, where possible, into the proposed fee levels and policy.
- ◆ Identify service areas where the governmental entity might adjust fees based on the full cost of services and other economic or policy considerations.
- ◆ Develop revenue projections based on potential increases (or decreases) to fees. Establish cost recovery and subsidy policies.
- ◆ Identify best practices used in other agencies.
- ◆ Adopt updated user fee schedule and recommend a process and timing for future updates.

4. MANAGEMENT PLAN



MGT INNOVATIONS

MGT’s consultants pioneered the structure of the modern user fee study, as well as the most recent innovation – a summary page for each user fee. This fee summary allows members of the public to know how the City arrived at the fee level for any fee included in the study. The full cost and any subsidy for that fee are shown in an easy-to-understand format. This saves time at the counter and builds trust with the public.

User Fee Cost Analysis		Fee #	24
Home Dept	Police		
Group			
Subgroup			
Fee Name	Taxi Company (Owner) Permit - Initial		
Svc Descr	Processing of a taxi company (owner) permit per the municipal code / per initial permit		
Annual Volume	1	Current Fee \$	288.00
Notes			
Processing of a taxi company (owner) permit per the municipal code / per initial permit			
Cost Components			
Labor	Time in Minutes	Fully Burdened Hourly Rate	Total
Office Assistant II	5.00	\$ 76.06	\$ 6.34
Administrative Aide	5.00	\$ 116.63	\$ 9.72
Contract Sergeant	60.00	\$ 211.95	\$ 211.95
Indirect Support		Total	\$ per Unit
No Indirect Support			
Specific & Unique Materials & Supplies		Total	\$ per Unit
No Specific Materials & Supplies			
Full Cost		\$	228.00
Recommended Fee		\$	228.00



OVERALL PROJECT APPROACH

PROJECT SEGMENTS

Our overall project approach can be broken into four categories:

1. *Determination of User Fee Methodology*
2. *User Fee Study*
3. *Presentation of Results*
4. *Ongoing Support*

Required data is collected through our *Structured Immersion* process. This process combines on-site interviews with an interactive computer model to capture data contemporaneously, ensuring the project can adhere to the requested timeline.

FIRST | DETERMINATION OF USER FEE POLICY

The first segment will be completed jointly between MGT and key City personnel at project initiation. The segment is proposed based on MGT's experience conducting these studies across the country and allows City personnel and project stakeholders the opportunity to articulate desired user fee methodology and study outcomes before the study is undertaken, not after.

SECOND | USER FEE STUDY AND REPORTS

The second segment will comprise the majority of the project and commence immediately following the completion of the first segment.

MGT's user fee study methodology integrates the principles of Activity Based Costing (ABC) into our proprietary computer model. The goal of any ABC user fee study is to specifically identify the costs of steps or activities that go into delivering a service. In a user fee analysis, costs are determined based on the work efforts (tasks) that go into each fee or service. Each activity is customized for each department and client. Our user fee methodology calculates all direct and indirect costs for each activity summarizing into a final full cost of service (fee or non-fee).

Our methodology applies a "bottom-up" approach to calculating user fees as opposed to a "top-down" approach used by most consulting firms. These firms typically identify "percentages of time spent" on various staff activities without digging deeper to understand the complexities of providing many municipal services.

A "top-down" approach accumulates department or perhaps division costs and then distributes these costs based on estimated percentages of time for department personnel to identified user fee services. This cursory approach has four significant limitations.

1. It does not accurately reflect the true level of effort expended to provide a user fee service.
2. It does not accurately reflect the full cost to provide a user fee service.
3. It does not include any checks and balances of the time estimates because the estimates will always add to 100 percent.
4. It does not calculate user fee services by task or activity.

4. MANAGEMENT PLAN



The “bottom-up” approach analyzes each user and non-user fee service individually as opposed to as a group. Department personnel are asked to estimate the time it takes to provide one unit of each identified user fee service or non-user fee activity.

This approach ensures a significant return on the City’s investment by providing assertive, yet justifiable, study results.

These time estimates are then used to calculate the actual cost of providing one of each user fee service or non-user fee activity. The cost of one of each user fee service or non-user fee activity is then multiplied by the total volume of services or activities provided to calculate the total cost of each user fee service or non-user fee activity.

The “bottom-up” approach provides **five significant benefits**.

1. It ensures that 100 percent of all time for all department, division, section, or unit personnel is identified and accounted.
2. It ensures that all costs—user fee service related or not—are included in the study.
3. It includes several checks and balances to ensure all personnel time and associated costs are captured and distributed accurately not just on a high-level percentage basis.
4. It is transparent with a clear and easily understandable identification of all time and associated costs for all department personnel, services, and activities.
5. It calculates user fee services at the task or activity level.

This highly detailed approach includes **an extremely important component that distinguishes the MGT methodology from the methodology used by other cost-consulting firms**. The methodology used by other firm’s accumulates all administrative, support or overhead into one cost pool and then distributes this cost pool equally to all fee services, often by using an hourly rate calculation. By contrast, our approach includes a very detailed analysis of the costs for support, administration, overhead and what is commonly referred to as non-productive time. Our detailed analysis not only identifies these granular levels of costs but also distributes these costs to only the applicable fee, or non-fee services and activities.

This extra step is the most accurate and defensible method to calculate the full cost of each user fee and non-fee service.

Another key component of the project’s process will be to conduct a review of the specified Florida jurisdictions to share current comparable fees and methodologies from similar communities with the City. Comparative communities we will research include, but are not limited to, Cape Coral, Clearwater, Coral Springs, Ft Lauderdale, Ft Pierce, Gainesville, Hollywood, Martin County, Miramar, Palm Bay, Pembroke Pines, St Lucie County, Stuart, Tallahassee, and West Palm Beach. Additionally, MGT will have at hand data from previously completed user fee studies completed for other Florida locations as well as from around the country.

THIRD | PRESENTATION OF RESULTS

The third segment, presenting results to City management and elected officials, will follow the completion of the second segment but will not occur until City personnel and project stakeholders have reviewed draft results and assisted in finalizing the user fee calculations.

4. MANAGEMENT PLAN



FOURTH | ONGOING SUPPORT

The fourth segment represents normal and reasonable inquiries that arise following the finalization of the study. This segment could also include support for updating the project or additional activities as requested by City personnel.

While the project has identifiable segments, the proposed project team is highly skilled and experienced in completing user fee studies for local governments. Therefore, project team members will be actively involved in all phases and segments, thereby creating a seamless, more accurate and on-time project.

5. WORK PLAN

MGT has not identified any special concern or accommodations needed for a successful project. We have assumed that a minimum of four staff meetings will be required as noted (in parenthesis) below.

DESCRIPTION OF SPECIFIC TASKS

The user fee study will be prepared by completing the following twenty-three (23) tasks.

1. Conduct introductory kickoff meeting with relevant personnel (Staff Meeting One)

Meet with City personnel who have responsibility or a high interest in the user fee study. In this meeting, MGT will present its user fee methodology with the goal of defining the objectives, requirements, measurements, and schedule of the user fee study, and will establish the overall objectives of the study. We consider this meeting vital to successful project results including acceptance by the department and stakeholders.

2. Issue project memorandum.

Based on the outcomes from Task 1, write and issue a memorandum documenting the project scope, timeline, activities, participant responsibilities and other related information as necessary.

3. Collect basic financial data.

Collect and compile financial data such as expenditure statements, budgets, and salary reports. We will work with City personnel to develop and gather the needed data in the most efficient way possible. This data will provide the foundation for developing the total costs, direct and indirect, associated with each user fee service identified in Tasks 4 and 5.

4. Identify all existing for-fee services.

Create an inventory of all the Public Works user fee services that the City requires to be analyzed.

5. Identify potential new user fee services.

Using our experience in other jurisdictions and our extensive database of fees, we will create an inventory of any potential new user fee services provided by the City.

6. Issue an inventory memorandum.

Based on the outcomes from Tasks 1 – 5, write and issue a memorandum documenting all user fees within selected departments within the City.

7. Identify divisions, sections, or units providing user fee services.

Determine the appropriate Public Works division, section, or units providing the fee services identified in Tasks 4 and 5. In some cases, more than one division will provide a user fee service.



8. Review relationship between user fee services and recipients.

Review the fee services identified in Tasks 4 and 5 to ensure an appropriate relationship between the service provided, the fee charged, and the recipient of the service.

9. Interview divisions, sections, or units providing user fee services. (Staff Meeting Two)

Interview the Public Works department division, section, or unit personnel providing the user fee services identified in Tasks 4 and 5 and validated in Task 8. These interviews are generally scheduled for 2-3 hours in a workshop setting. In these interviews, MGT will determine the following information related to the user fee services provided:

- ◆ An understanding of business practices, processes and operations related to Public Works activities concerning Residential and Commercial projects.
- ◆ A unit of measurement for each user fee service provided. The number of units provided in the appropriate fiscal year.

In these interviews, we also will determine or confirm the following information related to the delivery of the user fee services.

- ◆ The department, division, section, or unit personnel providing each user fee service.
- ◆ The amount of time spent by department, division, section, or unit personnel to provide one unit of a user fee service.
- ◆ The amount of time spent by department, division, section, or unit personnel per year providing a user fee service.

In an individually designed meeting format (for example individual interviews, group interviews, etc.) we will verify that 100 percent of all time for all department, division, section, or unit personnel is identified and accounted. This extra step, not completed by most cost consulting firms, ensures all costs are included in the study.

10. Conduct comparison analysis.

In consultation with the City's staff, MGT consultants will collect quantitative data related to Public Works user fees from comparative communities including, but not limited to, Cape Coral, Clearwater, Coral Springs, Ft Lauderdale, Ft Pierce, Gainesville, Hollywood, Martin County, Miramar, Palm Bay, Pembroke Pines, St Lucie County, Stuart, Tallahassee, and West Palm Beach. The objective of the comparison analysis is to serve as a barometer for how the City's fees stack-up overall against the market.

11. Calculate initial user fee schedules.

Enter data into the MGT's proprietary software, including data collected from the City's cost allocation plan (if possible). We will then calculate the full direct costs and indirect costs of each existing and potential new user fee service. The user fee schedules created in this task are extremely detailed. Every cost component of the user fee service is identified and supported by detailed, yet clearly and concisely presented calculations.



12. Conduct initial department review. (Staff Meeting Three)

Review the initial user fee schedules with personnel from each Public Works related division, section, or unit; make changes as required. Although the initial user fee schedules are detailed, complex cost accounting calculations and reports, our consultants will spend as much time as requested with department, division, section, or unit personnel to fully explain—and document if necessary—the cost of each user fee service. Our experience in conducting hundreds of these types of reviews helps facilitate this step. MGT also will ask Public Works division, section, or unit personnel for input on determining recommended charges or the cost to the public for each user service. City staff reviews vary from one hour to approximately four hours, depending upon the number of services reviewed.

13. Recalculate and review user fee schedules.

Recalculate data as required. Some divisions require only one or two calculations and review. Other divisions require several calculations and review. Calculations will not be considered final until the Public Works division, section, or unit personnel fully understand the calculations and fully support the final results.

14. Calculate draft user fee schedules.

Calculate preliminary total full direct costs and indirect costs of each existing and potential user fee service.

15. Conduct internal review of the draft fee schedules.

Undertake an internal review process to raise the accuracy of the user fee schedules. This review includes the following steps:

- ◆ A formal review by the Project Director of the study's assumptions and output.
- ◆ Compare user fee calculations between years, and between multiple years if appropriate. Variances are identified, researched, understood, and explained to relevant individuals. The comparison and variance analysis between years, which is available to City personnel, raises the accuracy of project results.
- ◆ A final review of the user fee model by the project quality assurance consultant. This experienced consultant, although not directly involved in the project, has a fresher perspective of the project than does the lead and project consultants. This perspective incorporates knowledge from dozens of similar projects.

16. Develop final user fee schedules.

Calculate final total full direct costs and indirect costs of each existing and potential user fee service following confirmation that the user fee schedule is accepted by the City's project manager.

17. Develop recovery recommendation options.

Develop recommendation options to recover the full cost, or a portion of the full cost, of each existing and potential new user fee service.

We understand the City wishes to review three categories for the **Recommended Fees**:



- 1. Fees Similar to Other Communities**
- 2. Fees that Recover Actual Costs**
- 3. Fees that Fund Personnel**

While seeking 100 percent cost recovery is common, we understand the desire to evaluate these different levels. For example, one of our clients recently decided to exclude citywide indirect costs due to considerations of construction increasing the tax base. The benefit of evaluating each of the three categories is that we provide a defensible methodology that allows the City to make informed cost recovery policy choices.

The recommendations will identify for each existing and potential new user fee service:

- ◆ Percentages of recovery.
- ◆ Dollar amounts of recovery per unit. Dollar amounts of recovery in total.
- ◆ Dollar amount of recovery in total for the Public Works Department.

The City will receive these recommendation options based on information accumulated throughout the project. The recommended options will combine input from City fiscal and budget personnel, Public Works Department personnel, and the experience of our consultants from conducting similar studies. We also will provide information gathered from selected jurisdictions about selected user fees for comparative purposes. While this information will reference published fees and not true comparative costs, it can frame a reference point about comparable communities.

18. Calculate projected revenues and revenue increases and compare to current revenue model.

Calculate projected Public Works Department revenues and revenue increases based on the recovery recommendation options developed in Task 17. These calculations will identify for each existing and potential new user fee service:

- ◆ Projected revenue and revenue increase per unit.
- ◆ Projected revenue and revenue increase in total.
- ◆ Projected revenue and revenue increase in total for Public Works.

19. Identify considerations for adopting changes to existing user fee services and for adopting new user fee services.

Identify considerations for adopting changes to the charges for existing user fee services, as well as considerations for adopting charges for new user fee services.

City officials will consider many factors when deciding to adopt changes to the charges for existing user fee services and to adopt charges for new user fee services. These factors could include:

- ◆ A desired policy to establish user fees at a level that permits lower income groups to participate in services that they might not otherwise be able to afford.
- ◆ A consideration of communitywide benefit versus specific benefit.

5. WORK PLAN



- ◆ In conjunction with the second point above, the issue of who is the service recipient versus the service driver should also be considered.
- ◆ Elasticity of demand increasing the price of some services results in a reduction of demand for those services, and vice versa.
- ◆ Public-sector agency's monopoly on providing certain services within its boundaries, such as development-related services.
- ◆ Pricing services that encourage or discourage certain behaviors.
- ◆ Cost/benefit of establishing a cost recovery system for some services or the cost to collect user fees.

We bring to this project experience from many similar projects that will assist City officials not only to understand the relevant factors involved but also to integrate the factors involved in determining City policies.

20. Prepare and deliver draft report.

Per the City's specifications, the general outline of the report will include:

- ◆ Introduction/Background
- ◆ Study Scope and Purpose
- ◆ Methodology
- ◆ Current Fees and Service Level
- ◆ Current and Projected Demand for Service
- ◆ Comparison to other Communities
- ◆ Recommend Fees – Similar to Other Communities
- ◆ Recommend Fees – Recovery of Actual Costs
- ◆ Recommend Fees – Fund Personnel

In addition, the draft report will incorporate:

- ◆ Detailed schedules of the calculations for existing and potential new user fee services for each department.
- ◆ Recommended changes or adjustments and rationale for the change for each user fee service.
- ◆ Projections of revenue and revenue increases due to adopting the results of the user fee study.
- ◆ Considerations for adopting changes to existing user fee services and to adopting new user fee services.
- ◆ Recommended fee policy to include process and timing of updates to fees.
- ◆ Considerations for adopting changes to existing user fee services and to adopting new user fee services.



21. Present results to City Staff, City Manager Office/Finance, Stakeholders, and City Council Members

In addition to meeting with City staff to discuss the results (**Staff Meeting Four**), MGT will conduct up to two meetings with the City Manager's Office/Finance to present the findings of the study, one meeting with Stakeholders identified by the City, and five one-on-one meetings with the City Council Member Meetings. MGT also will attend two City Council Meetings to present the findings of the study.

22. Provide copies of documents and materials.

All submittals shall include five hard copies and one electronic copy in PDF format.

23. Provide continuous training, guidance, and assistance.

A hallmark of our client-centered approach is our desire to provide training, guidance, and assistance to all appropriate City officials and personnel on reading, understanding and applying the results of the user fee study, and the associated schedules and calculations. We will provide on-site training to City staff during the engagement as requested by the City. Subsequent on-site training will be performed at the City's direction and will be charged on a time and materials basis.

6. PROPOSED SCHEDULE

SCHEDULING AND CONTROL METHODOLOGY – CLIENT SATISFACTION

MGT has found that focusing on the key components of client satisfaction ensures that the work is properly performed and that milestones are met on schedule and within budget. The primary tool for ensuring that projects are successful is communication. Our project teams are in regular contact with the local agency’s project lead providing project status updates and explaining any variances from the planned schedule. Additionally, MGT is committed to regular client contact through on-site meetings and formal status updates at regular intervals.

This work to complete the draft report shall be completed within four months. The meetings with stakeholders and City Council shall be completed within four months. MGT understands the tentative schedule for milestones and deliverables will be as follows:

- ◆ Kick Off Meeting and Presentation of Methodology to Staff – 5 days After NTP
- ◆ Presentation of Current Fees, Service Level, Demand for Service – 60 days after NTP
- ◆ Presentation of Recommend Fees to Staff – 90 days after NTP
- ◆ Presentation of Completed Draft Report to CMO and Staff – 120 days after NTP
- ◆ Presentation of Fees to Stakeholders – 150 days after NTP
- ◆ Presentation of Fees to City Council Members (one on one meetings) – 180 days after NTP
- ◆ 1st Reading of Ordinance @ City Council Meeting – 226 days after NTP
- ◆ 2nd Reading of Ordinance @ City Council Meeting – 240 days after NTP

Following is a summary of how we will complete our Work Plan in accordance with the Schedule, meeting the targeted timeline for milestones and deliverables.

6. PROPOSED SCHEDULE



Exhibit 2. Proposed Schedule

Description	Days After NTP									
	5	30	60	90	120	150	180	226	240	Ongoing
Conduct introductory kickoff meeting with relevant personnel (Staff Meeting One)	█									
Issue project memorandum.	█	█								
Collect basic financial data.		█								
Identify all existing for-fee services.		█								
Identify potential new user fee services.		█								
Issue an inventory memorandum.		█								
Identify divisions, sections, or units providing user fee services.		█								
Review relationship between user fee services and recipients.		█								
Interview divisions, sections, or units providing user fee services. (Staff Meeting Two)		█								
Conduct comparison analysis		█	█	█						
Calculate initial user fee schedules.		█	█	█						
Conduct initial department review. (Staff Meeting Three)			█	█						
Recalculate and review user fee schedules.			█	█						
Calculate draft user fee schedules.			█	█						
Conduct internal review of the draft fee schedules.			█	█						
Develop final user fee schedules.			█	█						
Develop recovery recommendation options.			█	█	█					
Calculate projected revenues and revenue increases and compare to current revenue model.			█	█	█					
Identify considerations for adopting changes to existing user fee services and for adopting new user fee services.			█	█	█					
Prepare and deliver draft report.				█	█					
Present results to City Staff, City Manager Office/Finance, Stakeholders, and City Council Members				█	█	█	█	█	█	
Provide copies of documents and materials.	█	█	█	█	█	█	█	█	█	
Provide continuous training, guidance, and assistance.	█	█	█	█	█	█	█	█	█	█



EVIDENCE OF INSURABILITY



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
4/5/2019

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

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

PRODUCER Earl Bacon Agency, Inc. P.O. Box 12039 Tallahassee FL 32317		CONTACT NAME: Bobby Bacon/Erin Dennard PHONE (A/C, No, Ext): 850-878-2121 E-MAIL ADDRESS: bbacon@earlbacon.com/edennard@earlbacon.com FAX (A/C, No): 850-878-2128															
INSURED MGT of America, LLC MGT of America Consulting, LLC 4320 W. Kennedy Blvd. Tampa FL 33609		<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : Continental Casualty Company</td> <td>20443</td> </tr> <tr> <td>INSURER B : Valley Forge Insurance Company</td> <td>20508</td> </tr> <tr> <td>INSURER C : American Casualty Company of Reading, PA</td> <td>20427</td> </tr> <tr> <td>INSURER D : Transportation Insurance Company</td> <td>20494</td> </tr> <tr> <td>INSURER E : Travelers Casualty & Surety Company of America</td> <td>31194</td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Continental Casualty Company	20443	INSURER B : Valley Forge Insurance Company	20508	INSURER C : American Casualty Company of Reading, PA	20427	INSURER D : Transportation Insurance Company	20494	INSURER E : Travelers Casualty & Surety Company of America	31194	INSURER F :	
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INSURER F :																	

COVERAGES CERTIFICATE NUMBER: 1595231456 REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
C	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> A-XV Rating GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	Y	Y	5095130327	7/1/2018	7/1/2019	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 15,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 Deductible \$ None
C	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/> A-XV Rating	Y	Y	2093563501	7/1/2018	7/1/2019	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Deductible \$ None
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			2093563496	7/1/2018	7/1/2019	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
B D	<input checked="" type="checkbox"/> 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	N/A	3011086712 - All Other 3011086788 - CA	7/1/2018 7/1/2018	7/1/2019 7/1/2019	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	<input type="checkbox"/> Professional Liability (E&O) Claims-Made Form 7/5/95 Retro Date/A++XV	N	N	105638880	7/1/2018	7/1/2019	Each Claim 2,500,000 Aggregate 5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Umbrella: A-XV Rating. All Other Workers' Comp & CA Workers' Comp: A-XV Rating.
 CA - Workers' Comp Employers Liability Limits:
 \$1,000,000 Each Accident
 \$1,000,000 Disease Policy Limit
 \$1,000,000 Disease Each Employee
 Cyber Liability: Continental Casualty Company -Limits of Liability \$1,000,000/\$1,000,000 Retention \$10,000 Reto Date 3/30/2017-Claims Made Effective 3/30/19 - 3/30/2020

CERTIFICATE HOLDER For Proposals Only	CANCELLATION 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
---	--



DISCLOSURE OF LITIGATION

There has been no litigation, major disputes, contract defaults or non-ordinary course of business liens against or involving MGT of America Consulting, LLC during the past five years. Further, MGT of America Consulting, LLC is not aware of any potential or contemplated actions, disputes, defaults, or liens. MGT and its principles have never been declared bankrupt or reorganized under Chapter 11 or put into receivership.

In summary, our disclosure of litigation for the last five years **DOES NOT** include any of the following:

- ◆ Any professional related litigation, arbitration, or claims involving our firm and sub-consultants, inclusive of any litigation, arbitration or claims involving the City of Port St. Lucie or St. Lucie County.
- ◆ Any lawsuits pending or completed involving the individuals with more than ten percent interest.
- ◆ Any criminal violations and/or convictions of the company or its principles.

8. FIRM'S LOCATION AND DOCUMENTATION

MGT does not meet the local preference requirement.

9. MINORITY CERTIFICATION

MGT does not meet the minority certification requirement.

10. REFERENCES

Attached herein are three references for similar projects within the last three years.

Study of Commercial and Residential Fees for the Public Works Department
CITY OF PORT ST LUCIE
121 SW Port St. Lucie Boulevard
Port St. Lucie, Florida, 34984
772-871-5223

City of Port St. Lucie, Florida

REFERENCE CHECK FORM

Proposer Instructions: Fill out top portion only.
(Please print or type)

RFQu Number: 20190061
Title: Study of Commercial and Residential Fees for the Public Works Department
Proposer/Respondent: MGT of America Consulting, LLC
Reference: CITY OF FORT MYERS, FLORIDA Fax #: 239-344-5928
Email: TPohlman@cityftmyers.com Telephone #: 909-477-2700 or 239-321-7905
Person to contact: Terry Pohlman, Program & Fiscal Manager

Reference Instructions: The above Proposer has given your name to the City of Port St. Lucie as a reference. Please complete the information below and email within two (2) days to jraymond@cityofpsl.com. It is the Bidder's responsibility to ensure that contacts are willing to provide a complete reference.

Describe the scope of work of the contract awarded by your firm/entity to this Consultant. What type of services were performed?

Was the project completed on time and within the specified guidelines?

What problems were encountered (claims)?

How would you rate the Consultant firm overall? Select one: Poor Fair Good Excellent

Would you contract with this Consultant again? Yes No Maybe

Comments if any:

Thank you.

Note: All references must be submitted by the RFQu submittal deadline.

10. REFERENCES



Study of Commercial and Residential Fees for the Public Works Department
CITY OF PORT ST LUCIE
121 SW Port St. Lucie Boulevard
Port St. Lucie, Florida, 34984
772-871-5223

City of Port St. Lucie, Florida

REFERENCE CHECK FORM

Proposer Instructions: Fill out top portion only.
(Please print or type)

RFQu Number: 20190061	
Title: Study of Commercial and Residential Fees for the Public Works Department	
Proposer/Respondent: <u>MGT of America Consulting, LLC</u>	
Reference: <u>SARASOTA COUNTY, FLORIDA</u>	Fax #: <u>941-861-3282</u>
Email: <u>kcroteau@scgov.net</u>	Telephone #: <u>941.861.6020</u>
Person to contact: <u>Kathleen Croteau, CBO, CFM – Building Official</u>	

Reference Instructions: The above Proposer has given your name to the City of Port St. Lucie as a reference. Please complete the information below and email within two (2) days to jraymond@cityofpsl.com. It is the Bidder's responsibility to ensure that contacts are willing to provide a complete reference.

Describe the scope of work of the contract awarded by your firm/entity to this Consultant. What type of services were performed?

Was the project completed on time and within the specified guidelines?

What problems were encountered (claims)?

How would you rate the Consultant firm overall? Select one: Poor Fair Good Excellent

Would you contract with this Consultant again? Yes No Maybe

Comments if any:

Thank you.

Note: All references must be submitted by the RFQu submittal deadline.

10. REFERENCES
◆ ◆ ◆

Study of Commercial and Residential Fees for the Public Works Department
CITY OF PORT ST LUCIE
121 SW Port St. Lucie Boulevard
Port St. Lucie, Florida, 34984
772-871-5223

City of Port St. Lucie, Florida

REFERENCE CHECK FORM
Proposer Instructions: Fill out top portion only.
(Please print or type)

RFQu Number: 20190061
Title: Study of Commercial and Residential Fees for the Public Works Department
Proposer/Respondent: MGT of America Consulting, LLC
Reference: CITY OF PLANO, TEXAS Fax #: Not listed on website
Email: selsom@plano.gov | jeannas@plano.gov Telephone #: 972.941.5152
Person to contact: Selso Mata, Chief Building Official OR Jeanna Scott, Building Inspections Manager

Reference Instructions: The above Proposer has given your name to the City of Port St. Lucie as a reference. Please complete the information below and email within two (2) days to raymond@cityofpsl.com. It is the Bidder's responsibility to ensure that contacts are willing to provide a complete reference.

Describe the scope of work of the contract awarded by your firm/entity to this Consultant. What type of services were performed?

Was the project completed on time and within the specified guidelines?

What problems were encountered (claims)?

How would you rate the Consultant firm overall? Select one: Poor Fair Good Excellent

Would you contract with this Consultant again? Yes No Maybe

Comments if any:

Thank you.

Note: All references must be submitted by the RFQu submittal deadline.

APPENDIX A. FORMS

Attached herein are the following:

- ◆ PROPOSAL CHECKLIST
- ◆ W9
- ◆ CERTIFICATE OF INSURANCE (SEE SECTION 7)
- ◆ E-VERIFY
- ◆ DRUG-FREE WORKPLACE FORM
- ◆ CODE OF ETHICS
- ◆ VERIFICATION FORM
- ◆ TRUTH-IN-NEGOTIATION
- ◆ NON-COLLUSION AFFIDAVIT

PROPOSAL CHECKLIST

RFQu #20190061

Study of Commercial and Residential Fees for the Public Works Department

This checklist is provided to assist Proposers in the preparation of their response to the RFQu. Included in this checklist are important requirements that are the responsibility of each Proposer to submit with their response in order to be fully compliant. This checklist is only a guideline -- it is the responsibility of each Proposer to read and comply with the Request for Qualifications in its entirety.

- Uploaded documents by the due date and time onto DemandStar in one (1) .pdf file in order as instructed in section 8.0 of this RFQu. Materials should be organized in the following format:
1. Cover letter.
 2. Table of contents.
 3. RFQu Reply Sheet. **Acknowledge all Addenda on the RFQu Reply Sheet and sign the RFQu Reply Sheet where indicated.**
 4. Executive summary.
 5. Firm's current contracts.
 6. Management Plan.
 7. Work Plan(s).
 8. Proposed Schedule.
 9. Prior litigation, arbitration, and professional claims, including those involving the City.
 10. Financial Stability.
 11. Firm's Location and documentation.
 12. Minority Certification (if applicable).
 13. References.
- All questions on the RFQu Reply Sheet are complete and thoroughly answered.
- Add the following documents: W9, current Certificate of Insurance, E-verify, Drug Free Workplace form, Code of Ethics, Verification Form, Non-collusion Affidavit and RFQu checklist, Additional documents should be submitted in the order of the question in the RFQu Reply Sheet.
- Firm has reviewed the Contract and accept all City Terms and Conditions contained in the RFQu and on the City's website.
- After review of uploaded documents on DemandStar by Onvia web site selected the Submit button at bottom of page.

CITY OF PORT ST. LUCIE, FLORIDA
RFQu #20190061
Study of Commercial and Residential Fees for the Public Works Department

STATE OF FLORIDA
E-VERIFY

Contract No: RFQu #20190061

Financial Project No(s): N/A

Project Description: **The scope of services includes working with staff and reviewing documentation to prepare a study that provides a tool for understanding the current service levels, the cost and demand for those services. Additionally, the study will include recommended fee schedule options.**

Vendor/Consultant acknowledges and agrees to the following:

Vendor/Consultant:

1. Shall utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the Vendor/Consultant during the term of the contract; and
2. Shall expressly require any subconsultants performing work or providing services pursuant to the state contract to likewise utilize the U.S. Department of Homeland Security's E-Verify system to verify the employment eligibility of all new employees hired by the subconsultant during the contract term.

Company/Firm: MGT of America Consulting, LLC

Authorized Signature: 

Title: Executive Vice President, Financial Solutions

date: May 13, 2019

DRUG-FREE WORKPLACE FORM
RFQu #20190061
Study of Commercial and Residential Fees for the Public Works Department

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that
MGT of America Consulting, LLC does:
(Name of Business)

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

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



Proposer's Signature

May 13, 2019

date

CODE OF ETHICS
RFQu #20190061
Study of Commercial and Residential Fees for the Public Works Department

The City of Port St Lucie ("City"), through its Procurement Management Department ("PMD") is committed to a procurement process that fosters fair and open competition, is conducted under the highest ethical standards and enjoys the complete confidence of the public. To achieve these purposes, PMD requires each Consultant who seeks to do business with the City to subscribe to this Consultant Code of Ethics.

- ◆ A Consultant's proposal or proposal will be competitive, consistent and appropriate to the proposal documents.
- ◆ A Consultant will not discuss or consult with other Consultants intending to proposal on the same contract or similar City contract for limiting competition. A Consultant will not make any attempt to induce any individual or entity to submit or not submit a proposal or proposal.
- ◆ Consultant will not disclose the terms of its proposals or proposal, directly or indirectly, to any other competing Consultant prior to the proposal or proposal closing date.
- ◆ Consultant will completely perform any contract awarded to it at the contracted price pursuant to the terms set forth in the contract.
- ◆ Consultant will submit timely, accurate and appropriate invoices for goods and/or services performed under the contract.
- ◆ Consultant will not offer or give any gift, item or service of value, directly or indirectly, to a City employee, City official, employee family member or other vendor contracted by the City.
- ◆ Consultant will not cause, influence or attempt to cause or influence, any City employee or City Official, which might tend to impair his/her objectivity or independence of judgment; or to use, or attempt to use, his/her official position to secure any unwarranted privileges or advantages for that Consultant or for any other person.
- ◆ Consultant will disclose to the City any direct or indirect personal interests a City employee or City official holds as it relates to a Consultant contracted by the City.
- ◆ Consultants must comply with all applicable laws, codes or regulations of the countries, states and localities in which they operate. This includes, but is not limited to, laws and regulations relating to environmental, occupational health and safety, and labor practices. In addition, Consultants must require their suppliers (including temporary labor agencies) to do the same. Consultants must conform their practices to any published standards for their industry. Compliance with laws, regulations and practices include, but are not limited to the following:
 - Obtaining and maintaining all required environmental permits. Further, Consultant will endeavor to minimize natural resource consumption through conservation, recycling and substitution methods.
 - Providing workers with a safe working environment, which includes identifying and evaluating workplace risks and establishing processes for which employee can report health and safety incidents, as well as providing adequate safety training.
 - Providing workers with an environment free of discrimination, harassment and abuse, which includes establishing a written antidiscrimination and anti-bullying/harassment policy, as well as clearly noticed policies pertaining to forced labor, child labor, wage and hours, and freedom of association.

Name of Organization/Proposer MGT of America Consulting, LLC
Signature 
Printed Name and Title J. Bradley Burgess / Executive Vice President
date May 13, 2019

DISCLAIMER: This Code of Ethics is intended as a reference and procedural guide to Consultants. The information it contains should not be interpreted to supersede any law or regulation, nor does it supersede the applicable Consultant contract. In the case of any discrepancies between it and the law, regulation(s) and/or Consultant contract, the law, regulatory provision(s) and/or Consultant contract shall prevail.

CITY OF PORT ST. LUCIE, FLORIDA
RFQu #20190061
Study of Commercial and Residential Fees for the Public Works Department

VERIFICATION FORM

THE FOLLOWING IS TO BE COMPLETED BY PRIME PROPOSER:

Name of Firm: MGT of America Consulting, LLC

Corporate Title: J. Bradley Burgess / Executive Vice President

Address: 4320 West Kennedy Boulevard, Suite 200, Tampa, FL

33609
(Zip Code)

By: J. Bradley Burgess Executive Vice President
(Print name) (Print title)


(Authorized Signature)

Telephone: (888) 302.0899

Fax: (850) 385.4501

State License # L15000199435 (ATTACH COPY)

County License # N/A (ATTACH COPY)

City License: (ATTACH PROOF OF REGISTRATION WITH THE CITY)

Type of License: N/A

Unlimited N/A (yes/no)

If "NO", Limited to what trade? N/A



TRUTH-IN-NEGOTIATION CERTIFICATE AND AFFIDAVIT

STATE OF FLORIDA §
COUNTY OF §
Leon

Before me, the undersigned authority, personally appeared affiant Fred Seamon, who being first duly sworn, deposes and says:

1. That the undersigned firm is furnishing this Truth in Negotiation Certificate pursuant to Section 287.055(5)(a) of the Florida Statutes for the undersigned firm to receive an agreement for professional services with the City of Port St. Lucie, St. Lucie County, Florida.
2. That the undersigned firm is a corporation which engages in furnishing Auditing Services and is entering into an agreement with the City of Port St. Lucie, St. Lucie County, Florida to provide professional services for a project known as #20190061, Study of Commercial and Residential Fees for the Public Works Department.
3. That the undersigned firm has furnished the City of Port St. Lucie, St. Lucie County, Florida a detailed analysis of the cost of the professional services required for the project.
4. That the wage rate information and other factual unit cost, which the undersigned firm furnished, were accurate, complete and current at the time the undersigned firm and the City of Port St. Lucie entered into the agreement for professional services on the project.
5. That the agreement which the undersigned firm and the City of Port St. Lucie entered into on this job contained a provision that the original agreement price and any additions thereto shall be adjusted to include any significant sums by which the City of Port St. Lucie determines the agreement price was increased due to inaccurate, incomplete or non-current wage rates or other factual unit cost and that all such agreement adjustments shall be made within one (1) year following the end of the agreement.

FURTHER AFFIANT SAYETH NAUGHT

MGT of America Consulting, LLC

Name of Firm

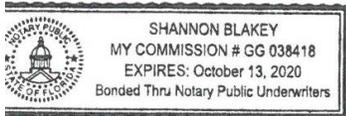
Fred Seamon **Fred Seamon**

By: Executive Vice President

The foregoing instrument was acknowledged before me by Mr. Seamon who is personally known to me.

WITNESS my hand and official seal in the State of County last aforesaid this 14 the day of May, 2019.

(SEAL)



S Blakey
Signature

Shannon Blakey
Notary Name (typed or printed)

Notary Public
Title or Rank



NONCOLLUSION AFFIDAVIT

RFQu #20190061

Study of Commercial and Residential Fees for the Public Works Department

State of Florida }

County of Hillsborough }

Fred Seamon, being first duly sworn, disposes and says that:
(Name/s)

1. They are Exec. Vice President of MGT of America Consulting, LLC the Proposer that (Title)
(Name of Company)

has submitted the attached proposal/PROPOSAL;

2. He is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such Proposal/PROPOSAL;

3. Such Proposal/Proposal is genuine and is not a collusive or sham Proposal;

4. Neither the said Proposer/Proposer nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the contract for which the attached proposal has been submitted or to refrain from bidding in connection with such Contract or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Port St. Lucie or any person interested in the proposed Contract; and

5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(Signed) Fred Seamon

(Title) Executive Vice President

STATE OF FLORIDA }
COUNTY OF ST. LUCIE } SS:

The foregoing instrument was acknowledged before me this May 13, 2019
(date)

by: Fred Seamon who is personally known to me or who has produced
as identification and who did (did not) take an oath.

Shannon Blakey Commission No. GG 038418
Notary (print & sign name)

