

City of Key West RFP # 005-14
State Government Relations Services



April 9, 2014

Gabriela Mott, Purchase Agent
City of Key West
City Hall, 3126 Flagler Avenue
Key West, FL 33040

Re: City of Key West RFP # 005-14 State Government Relations Services

Dear Ms. Mott:

Please accept this correspondence and supporting documentation as a response to the City's Request for Proposal for State Government Relations Services. Our Team has worked to combine the expertise of specific individuals to assure the requisite experience to fulfill the scope of services the City is seeking. Erin L. Deady, P.A., together with Ramba Consulting Group, LLC, provides significant depth of experience in State Government relations matters including services for the City before the Executive Branch, Legislators, and Legislative Staff of the State of Florida to secure funds and represent the City's interests. We are simultaneously accessible to the City and in the centers of activity where the City can leverage the greatest influence to achieve specific legislative outcomes based on a set of priorities.

Our Team has a strong background in the development of legislative strategy, particularly that of grant strategy, appropriations at the federal and state levels for projects, programs and initiatives and the monitoring and tracking of state legislation and priority regulations. The Team has worked with key local, state and federal agency, association and legislative entities including relevant elected decision-makers, staff, committees, appointed officials, stakeholder groups and industry associations. The Team currently represents numerous local governments across the State.

In Sections 1-3 in this proposal, the Team provides a Current Client List, Firm Experience and References and Personnel Qualifications and Availability demonstrating:

- Our experience and track record identifying and securing funds and grants for government entities,
- Our ability to provide government relations services, and
- Our success in enhancing local government relationships with the State of Florida.

Section 4 provides an overview of how the Team will implement the scope of services with a work breakdown structure and Section 5 provides a fee structure. This proposal is valid for 120 days from the date of submittal.

We appreciate the opportunity to provide a proposal for this scope of services. For any additional information requested, please do not hesitate to contact me.

For the Team,



Section 1: Introduction

The Team consists of the following members:

David E. Ramba
Ramba Consulting Group, LLC
120 South Monroe Street
Tallahassee, Florida 32301
Office: 850.727.7087
Facsimile: 850.807.2502

Erin Deady, Esq. (Project Manager)
Erin L. Deady, P.A.
1111 Hypoluxo Road, Suite 207
Lantana, Florida 33462
Office: 561.586.7116
Facsimile: 561.586.9611

Current Client List

The client list for the Team is as follows:

Ramba Consulting Group, LLC**Erin L. Deady, P.A.**

- Village of Wellington, FL
- City of Daytona Beach, FL
- City of South Daytona, FL
- Indian Trail Improvement District, FL
- Pinellas Park Water Management District, FL
- Town of Longboat Key, FL
- Town of Loxahatchee Groves, FL
- Lealman Special Fire Control District, FL
- Loxahatchee Groves Water Control District, FL
- Professional Firefighters & Paramedics of Palm Beach County
- Spring Lake Improvement District, FL
- Associated Industries of Florida
- AT&T
- Benderson Development
- Building Officials Association of Florida
- BYDSSE Gaming, LLC
- Cargor Partners III
- Consulate Health Care
- Florida Arcade and Bingo Association, Inc.
- Florida Association of Public Insurance Adjusters
- Florida Chiropractic Association, Inc.
- Florida Concrete & Products Association
- Florida Health Care Association
- Florida Independent Concrete & Associated

- Monroe County, FL
- Bay County, FL
- Escambia County, FL
- Village of Wellington, FL
- Town of Lantana, FL
- City of West Palm Beach, FL
- Florida Green Finance Authority
- City of West Palm Beach Downtown Development Authority

Products

- Florida Optometric Association
- Florida Optometry Eye Health Fund, Inc.
- Florida Water Quality Association
- Healthcare Management Decisions, Inc.
- International Code Council
- Masonry Association of Florida, Inc
- Neal Communities
- Notary Act
- Palm Beach West Associates I, LLLP
- RamJack
- Riskwatch International, LLC
- SunCoast Aquatic Nature Center Association
- Uber Technologies, Inc.

Section 2: Firm Experience and References

Many of the issues the Team has represented clients on have involved some level of regulatory skill and experience including environmental, energy, water resources, agriculture, utilities, taxation, franchise issues, employment matters, housing issues, Americans with Disabilities Act, land use and permitting, civil justice reform, transportation, building codes, workers' compensation, health insurance, eminent domain, contract negotiations and appropriations matters for state and local programs and administrative rulemaking before state and federal agencies and legislators. In particular, the Team frequently represents clients on complex land use and environmental regulatory matters including wetlands, energy and environmental resource permitting at the federal and state levels.

Team members have significant experience in testifying before the Governor and Cabinet, legislative committees, agency boards, local governments and federal and state agencies. Team members have also drafted testimony for clients and stakeholders to advocate positions before similar bodies.

All Team members have strong skills in providing information, analysis, communications and opinions to legislators and government leaders to serve as the basis for informed and balanced decision-making. The Team is strong in the areas of research and analysis of legislation and regulatory proposals and communicating the impacts of those proposals on a client's position as well as knowledge of grant strategy, reporting and other typical grant requirements.

Team members all have strong communication skills, as demonstrated by the following areas of expertise:

- Drafting legislative proposals and securing sponsors for key pieces of legislation;
- Presentations on legislative proposals and issues for clients;
- Researching, analyzing and developing policy and position statements including targeted fact sheets and data summaries;
- Achieving strong relationships with members of the press, relevant staff and committee members;
- Writing successful grant strategies and applications, including meeting all grant follow up, reporting and monitoring requirements;
- Building coalitions, stakeholder support and implementing grassroots campaigns through effective use of legislative alerts, blogs, social media, developing web and media campaigns, and building support for, or opposition to, legislative proposals;
- Development of communications strategies to achieve specified outcomes including personal communications from key constituents, targeting personal communications; and
- Keeping clients regularly informed of key milestones, votes and decision points.

Given that the City's scope of services is heavily focused on securing funding sources for projects, the City should also consider that numerous Federal funding opportunities exist and that state grant funding sources have been more limited than in years past. The Team recommends pursuing both State and Federal funding opportunities (as well as available private foundations) to secure funds for high priority projects. The Team is very familiar with the status of numerous Federal funding grant opportunities and the general timelines with which those cycles are advanced.

Important to note, the Team is currently representing three (3) counties, including Monroe, receiving funds from the Deepwater Horizon Spill in 2010. The significance of this representation is that all civil penalties awarded and disbursed to the local governments will occur in the form of Federal grants overseen by the U.S. Department of Treasury and the Gulf Restoration Council (a new Federal Agency). The Team is already responsible for preparing these local governments to assure that all auditing requirements are met, expenditure plans are prepared and all monitoring, reporting, procurement and other Federal granting requirements are met when funds are disbursed. Through the Team's work on the Gulf Oil Spill, the Team is also very familiar with other sources of funds that can be leveraged with civil penalty damages received, or used as grant sources for the City, including National Oceanic and Atmospheric Association funds, National Fish and Wildlife Foundation funds among others.

The Team is experienced in all aspects of Davis-Bacon (wage reporting) requirements, Buy America (for equipment purchases including exemptions from same) and other Federal grant requirements. Important to note, new Federal Rules (Code of Federal Regulations) have been adopted that create "uniform" Federal grant guidelines. In December 2013, the U.S. Office of Management and Budget ("OMB") adopted streamlined regulations regarding the Federal government's guidance on "Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards." These modifications were a key component of a larger Federal effort to more effectively focus resources on improving performance and outcomes while ensuring financial integrity with non-Federal stakeholders for Federal grants. This guidance provides a Federal government-wide framework for grants management which will be complemented by additional efforts to strengthen program outcomes through performance metrics and evaluation. This final guidance supersedes and streamlines requirements from OMB Circulars A-21, A-87, A-110, and A-122 (which have been placed in OMB guidances); Circulars A-89, A-102, and A-133; and the guidance in Circular A-50 on Single Audit Act follow-up. The final guidance consolidates the policies previously contained in the aforementioned citations into a streamlined format that aims to improve both clarity and accessibility. This rule is located in Title 2 of the Code of Federal Regulations.

The Team has significant experience in grant strategy development, management, monitoring and compliance. Currently, the Team is managing a Planning Assistance Federal grant for the Florida Green Finance Authority (U.S. Department of Commerce's Economic Development Administration) and is well familiar with Federal granting guidelines, as other grants have been managed pursuant to the same requirements. The Team has won successful procurements to manage complex grants with numerous partners, contractors and projects and received favorable auditing results upon grant completion.

References

Team Reference #1: Village of Wellington (Legislative Reference: Paul Schofield, City Manager, pschofield@wellingtonfl.gov, Phone: 561.791.4000). The Team of Ramba Consulting Group, LLC and Erin L. Deady, P.A. is currently representing the Village of Wellington in the 2014 legislative session. The Team is monitoring and tracking all priority legislation for the Village, providing extensive weekly reports during the session. The Team currently tracks major developments related to water quality, rulemaking and other issues important to the Village through weekly reporting. The Team is finalizing a Grant Strategies memorandum focusing on the following key areas the Village is seeking grant funding for over the next year:

1. Water Quality,
2. Hazard Resiliency,
3. Safety and Security,
4. Transportation,
5. Economic Development and Redevelopment,
6. Community and Cultural Projects,
7. Parks and Natural Environment, and
8. Multi-purpose projects.

In this scope of services, the Team provided a specific tasks and deliverables list, as well as target dates and deadlines, to harmonize the Village's budgetary cycle (to identify matching funds for Grant applications) and develop priorities for the 2015 legislative session. To meet consistent budgetary expectations, the Team manages the contract on a flat monthly retainer structure with the ability to develop task orders for specific projects that may exceed the original scope of services.

Team Reference #2: Town of Lantana (Grant Reference: David Thatcher, Development Services Director, dthatcher@lantana.org, Phone: 561.540.5032). Erin L. Deady, P.A. has secured a total of \$2,040,851.00 to benefit the Town of Lantana, either directly as the grant applicant or as a partner in a multi-recipient grant partnership. In 2010, Ms. Deady spearheaded an effort to create a coalition of five (5) cities in Palm Beach County to pursue a \$1.238 Million grant through the Florida Energy and Climate Commission. The grant approach included a citywide greenhouse gas emissions inventory for all five (5) participating municipalities (Lantana, Haverhill, Ocean Ridge, Palm Beach Shores and the City of Atlantis), development of an overall energy conservation strategy that includes reductions of greenhouse gas emissions, and investment grade energy audit of city facilities and buildings, a transportation strategy to reduce greenhouse gas emissions, and a building code strategy to reduce energy use from existing and new buildings and homes. The strategy also included an educational component to allow the cities to increase energy conservation awareness and provide tools and resources for citizens and businesses to complete energy conservation projects. The strategy included a partnership with FP&L, 1,000 Friends of Florida and Radio Green Earth, a non-profit environmental green radio program on the local NPR affiliate. Ms. Deady developed the grant strategy, wrote the grant, secured the partnerships, coordinated all data required for the grant submittal, secured support from Treasure Coast Regional Planning Council and administered the entire grant consistent with Federal Grant reporting standards. The Projects were completed in July 2012. In furtherance of this

grant, Ms. Deady also secured \$391,851.00 in grant funds from Palm Beach County for four (4) of the cities to complete energy retrofit projects on their municipal halls and facilities.

Ms. Deady secured a \$341,000.00 grant through the Florida Energy and Climate Commission to develop a multi-jurisdictional energy efficiency and renewable energy finance program (Property Assessed Clean Energy "PACE") with the Town of Lantana as the government partner in the formation of the program (www.floridagreenenergyworks.com). Ms. Deady was responsible for securing the grant and creation of the interlocal agreement forming the multi-jurisdictional program which now includes twelve (12) local governments across four (4) counties.

Finally, in 2013 Ms. Deady secured a federal grant through the U.S. Department of Commerce, Economic Development Administration, in the amount of \$70,000 of Federal funding to develop more elements of the Florida Green Energy Works program. The Town of Lantana was a grant applicant, together with the newly created assessment authority created for the program (Florida Green Finance Authority). Ms. Deady currently manages all aspects of the grant's implementation including all budgeting and reporting.

Section 3: Personnel Qualifications and Availability

The Team's approach to this engagement assures that the City of Key West will be served by individuals with significant experience in all elements of the legislative process, including numerous areas of specific subject matter expertise. Equally important, the Team is very experienced in monitoring, tracking and influencing legislation. The Team is also adept at developing, planning and executing successful grant strategies that build upon identifying matching funds, partnerships and timelines for the application process.

Mr. Ramba will serve as the key contact and legislative strategist (50% of the time required for this engagement) regarding the following tasks:

1. Developing priorities for the Florida legislative session,
2. Developing strategies to positively impact those priorities,
3. Reporting key developments, milestones and votes regarding the City's legislative priorities,
4. Communicating City goals to key legislative leadership, and
5. Reporting on key legislative developments during the Session.

Ms. Deady will serve as the key contact and grant strategist (50% of the time required for this engagement) regarding the following tasks:

1. Developing priorities for grant strategy,
2. Identifying available grant and funding opportunities at the State and Federal levels (marrying the City's budget process and match availability with grant timelines, partnerships and application deadlines),
3. Subject matter expertise on specific legislative proposals and priorities, and
4. Support for reporting on key legislative developments during the Session.

Ramba Consulting Group, LLC

From 2009 to Present, Ramba Consulting Group, LLC, has been located in downtown Tallahassee. The firm is focused on quality legislative representation to numerous clients, including local governments, industry and special districts, before the Florida Legislative and Executive Branches. Mr. Ramba has unparalleled access to members of the Florida House and Senate when it comes to client issues raised during the legislative session, and he is often engaged as a key negotiator on behalf of clients during pivotal times of the sixty (60) day session. In that role, there is a solid commitment to clients to maintain a full-time presence in Tallahassee and to be present at the Capitol every day of the sixty (60) day Legislative Session. In much of his work with clients, Mr. Ramba has navigated local legislation through the delegation hearing process, and ultimately passage, by the Florida Legislature.

David E. Ramba is founder of Ramba Consulting Group, LLC created in August 2009. Prior to forming Ramba Consulting Group, LLC, Mr. Ramba was head of the Legislative Team for Lewis, Longman & Walker, P.A., for ten (10) years. As such, Mr. Ramba represented over thirty (30) clients before the Legislature, Governor, Cabinet and state agencies. Ramba Consulting Group, LLC is also joined by non-

attorney lobbyists and the firm provides full-service legislative representation. Prior to working with Lewis, Longman & Walker, P.A., Mr. Ramba was Legislative Counsel for The Florida League of Cities, Inc. Mr. Ramba was responsible for drafting proposed legislation for all legislative matters affecting municipalities and for advocating the League's position to the Florida Legislature, Constitution Revision Commission, Cabinet and other government agencies. He also participated in rule development with state agencies, drafted legislative policy for League members and served as legal counsel to numerous municipal attorneys. Mr. Ramba also worked as an attorney for the Department of Labor's Special Disability Trust Fund and in the Florida House of Representatives Committee on Finance and Taxation.

Mr. Ramba is:

- Licensed by the Florida Bar,
- Licensed by the U.S. Eleventh Circuit Court of Appeals,
- A Supreme Court certified County Court Mediator for the Second Judicial Circuit, and
- Registered on behalf of all principals represented before the Florida Legislature and Executive Branch.

Erin L. Deady, P.A.

With over 16 years of public policy, legislative and legal experience, Erin L. Deady, P.A. is a full service legal and consulting firm with clients ranging in geography from the Florida Keys to the Panhandle. The Firm's President, Erin Deady, Esq., AICP, has worked on securing grant funding, public finance, special district, land development, environmental and energy issues. Ms. Deady has significant background and experience in communicating with clients, and organizing priorities and objectives before numerous types of decision-making bodies and elected officials. With almost all client representation, including public sector representation, a majority of the issues required substantial public relations skills to build coalitions and support for client positions, including the involvement of other governmental entities, stakeholders and not-for-profit organizations. The Firm represents local government clients before state and federal agencies and works on numerous federal rulemaking issues.

From 1996 to 2003, Erin Deady served as a Policy Analyst, and later, Environmental Counsel for Audubon of Florida located in Miami, FL. She was responsible for all local government land use, regulatory, growth management, water resource policy and regulation and environmental restoration goals of the organization in the Lower East Coast of Florida. She was also the organization's lead advocate before the South Florida Water Management District Governing Board and coordinated the organization's positions before the U.S. Army Corps of Engineers.

Subsequent to her position at Audubon of Florida (2003-2011), Ms. Deady joined Lewis, Longman & Walker, P.A., where she represented agricultural landowners, local governments (including Miami-Dade and Lee Counties), private land developers and a Native American Tribe on environmental, water resource and regulatory issues and cases. Ms. Deady has drafted legislation related to energy financing, special districts, growth management, Caloosahatchee and Lake Okeechobee restoration and worked on numerous growth, energy and environmental regulatory matters.

In 2011, Ms. Deady launched Erin L. Deady, P.A., a full service legal and consulting practice, representing largely public sector clients before federal and state agencies. She has developed a significant grant practice and secured almost \$6 Million for agricultural, port and local government clients from the Florida Panhandle to the Florida Keys. Ms. Deady is currently engaged by multiple public sector clients to develop grant strategies and priorities. Her Firm is certified by the U.S. Small Business Administration as a woman-owned business and has secured all contracting requirements with the federal government.

Ms. Deady is:

- Licensed by the Florida Bar,
- Licensed by the U.S. District Court for the Northern District of Florida,
- Licensed by the U.S. Eleventh Circuit Court of Appeals,
- A certified land planner by the American Institute of Certified Land Planners, and
- A certified Leadership in Energy and Environmental Design ("LEED") AP by the U.S. Green Building Council.

The Team is currently engaged in numerous matters throughout the State of Florida but the Firm is available to commit to assigned projects as needed. The Team would like to point out that some of the matters it is engaged in are related to the development of overall grant strategy which provides added benefit to the City by being exposed to the latest information regarding appropriations and upcoming funding sources. Therefore, maintaining a broad and diverse workload is beneficial to the City.



Section 4: Implementation of Scope of Services

The Team proposes a two-pronged implementation strategy for this scope of services including an element focusing on the legislative process and one focusing on the City's desire to pursue and secure grant funding or state level appropriations for project priorities. It is only through distinctly accountable tasks and deliverables can the City's legislative and funding priorities be established and met. The Team is able to adapt this approach to more specific requests by the City during any contract negotiations, but the Team is firmly committed to a transparent deliverable-based approach to meet substantive and budgetary expectations.

As stated in Section 2 of this proposal, the Team recommends pursuing a wider scope of funding alternatives than that outlined in the scope of services which is focused on pursuing State-level project funding. The Team also feels that there could be numerous Federal or Foundation opportunities available and that analysis should be incorporated into the Grant Strategy Development.

The Chart on Page 13 depicts the process our Team utilizes to manage and analyze various aspects of the grant cycle and Strategy development process.

The Team has familiarity with several of the City's various projects, including stormwater, redevelopment, transportation, environmental restoration, and facilities projects. Such projects include:

- **George Street Basin Outfall** - \$3,670,121 – This project involves the design and construction of a pump-assisted stormwater system at the intersection of George Street and First Street. The project is being conducted to reduce flooding in the United/George Street basin. This project is 75% funded by the Federal Emergency Management Agency ("FEMA") and is nearing completion.
- **East Front Street Basin Gravity Wells** - \$2,451,165 – This project includes the design and construction of five gravity wells, replacement, upsize, and outfall, and increased Duval Street inlet size to alleviate stormwater flow to the East Front Street Basin. This project is also a collaborative funding project with 75% funding contribution from FEMA. This project is not set to commence until after the tourist season and will take approximately 290 days to complete (in combination with Simonton Street outfall upgrade).
- **Truman Waterfront Development** - \$9,236,000 – This is a multi-phase project commencing this year after several years of input and comments from the public, Truman Waterfront Advisory Board, and the Bahama Village Redevelopment Advisory Committee. There are several additional projects related to this development, including:
 - **Truman Waterfront Roadway** - \$600,000 – This project aims to improve the ingress/egress to and through the Truman Waterfront Property for the Navy and the public. The roadway will also be used by the public to access Fort Zachary Taylor Park.

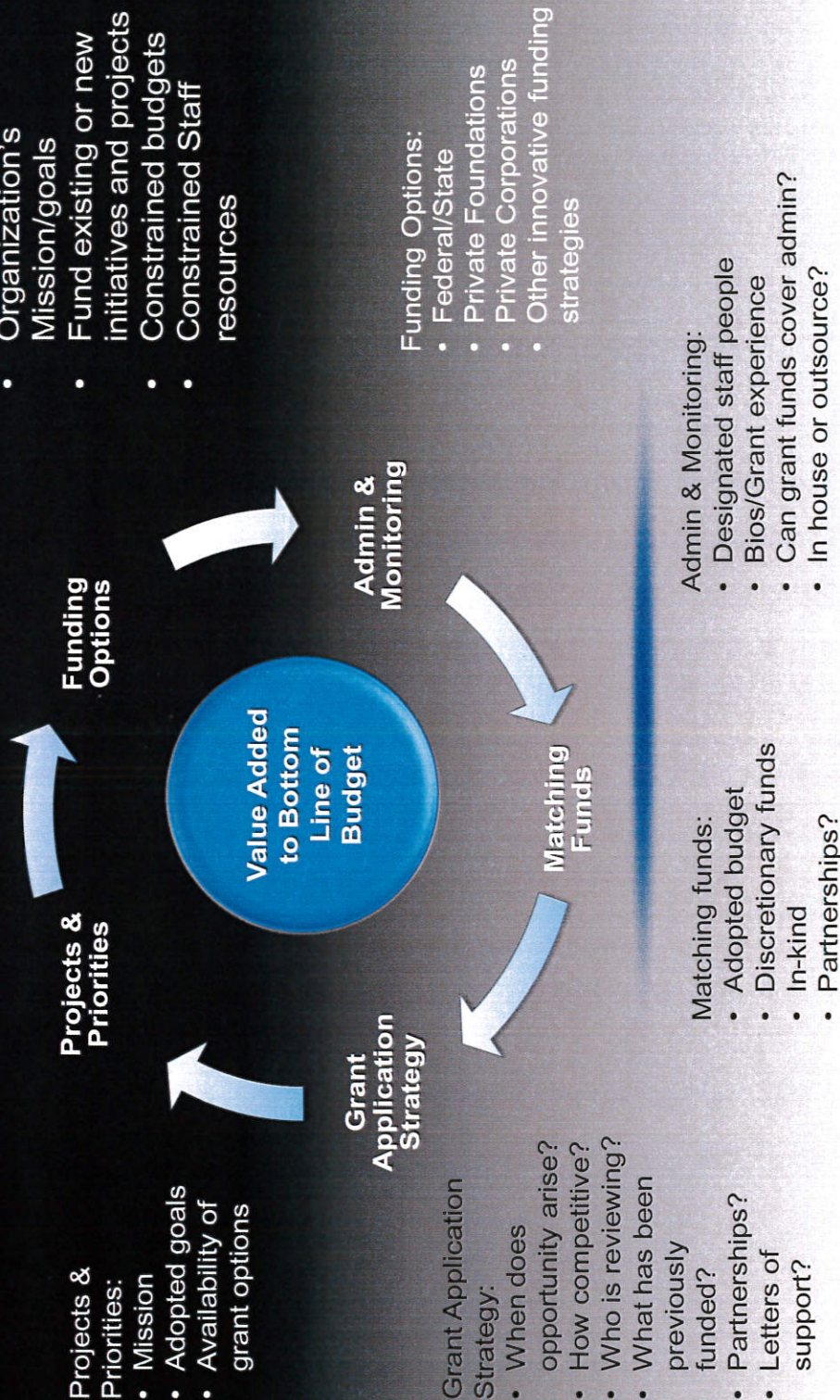
- **Truman Annex Connectivity Project** - \$1,100,000 – This project involves construction of sidewalk and street improvements on one street of the Truman Connectivity Design in Bahama Village. This project is dependent upon receipt of a \$750,000 Community Development Block Grant (CDBG) grant.

This overall Truman Waterfront Development project will be phased over a period of time based on available funding. As a result, there are no set target dates for each of the phases and no set time for completion of the project.

- **Transit Facility** - \$6,875,000 – This is a bus fleet replacement project that includes the replacement of six (6) buses. Initial replacement may be with slightly smaller buses or hybrid buses. The project is contingent on Federal Transit Authority or Florida Department of Transportation funding. This project has an expected completion date of June 2014.
- **Indigenous Park Master Plan** - \$130,000 – This is a multi-phase environmental project. Phase I consists of performing new surveys of the site, converting wetland/wildlife report by an ecologist, creating an existing site plan with an analysis of all existing conditions. It also includes developing several site plan design options for review by the public and the Commission. Phase II consists of developing a master site plan which will include all the required items to go through the Planning Board approval process. Plans to be developed under this phase include a site plan, landscape plan, civil plan, and lighting plan. Currently, this project is in the preliminary design phase.
- **Sewer Lift Station VFD** - \$1,800,000 – This project consists of the installation of a Variable Frequency Drive (“VFD”) on the City’s five largest sewer lift stations. This project originated as a result of the City’s Climate Action Plan and was previously described as a “symphony” project. Completion of this project will prevent wear and tear of pump equipment. There is an anticipated energy cost savings association with pumping. A resolution was passed in June 2013 allowing CH2MHill to design, permit and bid phase services for the VFD upgrades.
- **Replacement of Police Station Windows** - \$350,000 – This project provides complete replacement of police station windows with hurricane related impact windows designed to meet current building code. Work will also include the repair and/or replacement of damaged window seals and concrete encasements. This project was awarded to E.L.C.I. and is awaiting delivery of the windows.

The Team has vast experience working for local municipalities and fully understands the government processes involved in implementing this scope of services. Additionally, the Team is accustomed to working closely with local and state government personnel to achieve desired outcomes in a collaborative, efficient, and cost-effective manner.

Grant Analysis Process



Collectively, we strive to provide flexible options to utilize our grant services, depending on the level of effort to move from grant strategy to application submittal to grant award. Traditionally, the Team follows a specific process (as depicted on the previous page) to optimize a local government's ability to plan for, and successfully navigate, grant processes. The following Deliverables and Activities are identified to address the scope of services.

Deliverables and Activities for Legislative Element

Legislative activities will take place over the course of twelve months' time with an estimated project launch in May or June 2014. Over the course of the City's budget cycle and leading into the Fall of 2014, the Team will help the City finalize its legislative agenda for the 2015 Session in enough time to be effective as Committees start to meet. The balance of the Legislative activities will take place over the duration of the sixty (60) day session in 2015.

1. **Legislative Strategy.** To focus and prioritize our effort, after receiving input from the staff and Commission, the Team will develop a Legislative Strategy, including any available state funding opportunities for City projects, and necessary background information designed position the City for success.
2. **Briefings to Commission.** At a minimum, Team members will attend Commission meetings every other month to provide regular updates, but the Team will provide a regular monthly written progress report to the Manager or designated staff outlining activities performed and recommendations for future activities or events (weekly during the Legislative Session). The Team will make other presentations to stakeholder groups as requested on a case by case basis.
3. **Pre, During and Post Session Representation.** The Team will represent the City's interests in forums commensurate with the priorities established in the Legislative Strategy. The Team will focus on advocating City positions before the Florida Legislature, and its committees and agencies, Florida's Governor and agencies as well as other public or private organizations (not-for-profit or private) as well as opposing harmful measures and procedures.
4. **Communication and Action.** The Team will communicate priorities, strategies and compile data to assist in advancing the City's efforts in advancing its Legislative strategy. The Team will notify the City at the earliest possible time of pending issues that may require action that could or will adversely impact the City and its established priorities.
5. **Face to Face Advocacy with Leadership.** The Team will assist in establishing meetings with members of the Florida legislature, staff or agencies and various organization (not-for-profit or private) members to facilitate information exchange or solicit their aid and advice on matters impacting the City and its established legislative priorities.

Deliverables and Activities for Funding Element

The Funding activities will take place in a more aggressive timeframe in conjunction with the City's budget and capital improvements planning cycle in order to have relevant match dollars in place for high priority projects. This will include identification of both state and federal project funding alternatives. Additionally, the timing with the adoption of the Federal budget (and thus appropriations for granting programs at the Federal level) provides more details regarding available Federal grants. The Team has identified estimated timeframes for activities below, but these can be subject to further negotiation dependent on key milestones in the City's government (budgetary and capital improvements planning) processes.

1. **Grant Strategy development.** To be successful in securing any type of grants, initial work should be completed to identify priorities for funding, potential matching funds and available / potential funding strategies. This approach manages client expectations and costs while providing a useful tool for implementing various funding alternatives. Upon a draft of the Grant Strategy, we will work to incorporate any revisions or shifts in priorities. Part of the strategy will include analysis of the potential strength of success as well as the level of work entailed to develop a viable application package. In searching for the ideal level of engagement, we work with our clients to determine what the goals, priorities and timeframes are for funding. Upon defining a working relationship, we will make recommendations or develop strategies, identifying the strongest grant opportunities based on the goals, priorities and timeframes discussed. These recommendations or strategies, may include, but not be limited to, capital planning and project summaries, project documentation / budget development and linking overall organizational plans with specific programs and initiatives. (Estimated sixty (60) days from contract execution).
2. **Grant Prioritization and Feasibility Review.** The next step in our approach is to work with the City Staff on a set of grant priorities so that expectations can be managed and allocation of resources can be identified. This review should include the monitoring and reporting requirements for the grant so the City and the Team can determine areas of responsibility for each aspect of the grant. This review should also gauge the level of work to prepare the application, secure partnership letters, meet all required timelines, determine availability of match, if required, and the development of technical support information for applications (either in house or through other outside consultants for technical services). This analysis should also be applied to the Grant Strategy to assure that priorities are achievable. (Estimated ninety (90) days from contract execution).
3. **Workflow Development.** Finally, upon determining priority areas for pursuing grants and identifying the feasibility of same with the grant Team and City resources, the Team will develop a Workflow schedule to match dates and areas of responsibility with timelines. This Workflow schedule would then be used to determine responsibilities, fees and further deliverables from the Team, the City's resources or a combination thereof. Workflow development should be tied to the City's budgetary and capital planning process to assure

availability of any required match funds. (Estimated one hundred and twenty to one hundred and forty (120-140) days from contract execution).

4. **Grant Application Submittal, Management, Monitoring and Reporting.** Specific activities related to grant management and preparation of applications is directly proportionate to the level of work involved in preparation of the application and the scope of the grant. For instance, a Federal Transit grant will require a different level of effort than a grant from a Foundation or State agency depending on partners and the level of work necessary to develop project summaries and budgets. The Team has strong capabilities in all aspects of project development and grant management, but the City and Team would have to work together to determine the level of work involved (which should stem from the Grant prioritization and feasibility review above) to meet the City's expectations.

An example of matching the City's project priorities with funding options would be Community-Based Issue Requests for water and other environmental projects (if funds are restored in the 2015 Legislative Session) or grant funds to be used for green infrastructure facilities in parks. One such example is the Environmental Solutions for Communities grant offered through Wells Fargo and the National Fish and Wildlife Foundation (estimated application deadline December 2014).

Based on the scope of services, the following areas of responsibility are identified by the City and the following chart identifies those priorities and describes how they are addressed in our proposed Deliverables and Activities.

<i>City's Listed Area of Responsibility</i>		<i>How Area Addressed in Deliverables and Activities</i>
SF-1	Obtain Project Information	Grant Strategy development/Legislative Strategy
SF-2	Secure funding (Federal or State) including identification of funding opportunities	Grant Strategy development/Legislative Strategy
SF-3	Monitor State legislation / programs to identify new funding sources	Pre, During and Post Session Representation
SF-4	Prioritize funding opportunities	Grant Prioritization and Feasibility Review
SF-5	Timelines for activities, materials and deadlines	Workflow Development
SF-6	Represent City on projects	Pre, During and Post Session Representation
SF-7	Represent City to delegation (draft correspondence, schedule briefings and meetings)	Pre, During and Post Session Representation
SF-8	Propose and implement advocacy strategies for funding sources	Pre, During and Post Session Representation
SF-9	Establish and maintain liaison with key state agencies and officials	Pre, During and Post Session Representation
SF-10	If requested, prepare state grant applications	Grant Application Submittal, Management, Monitoring and Reporting.
SF-11	Assist and guide in preparing correspondence and reports for state funding contacts	Pre, During and Post Session Representation
SF-12	Arrange meetings to promote funding City projects	Communication/Action and Face to Face Meetings with Leadership
SF-13	Align support for funding through partnerships	Grant Strategy Development and Grant Prioritization and Feasibility Review
SF-14	Quarterly reports to Manager on progress	Briefings to Commission and Communication/Action
SF-15	Appear before Commission to Report on progress	Briefings to Commission and Communication/Action
M-1	Review and track legislation affecting City and report on pros and cons of legislation	Communication/Action



Area of Responsibility		How Area Addressed in Deliverables and Activities
M-2	Work with City leadership and staff to develop legislative program	Legislative and Grant Strategy Development
M-3	Work with City leadership and staff on general or special legislation to implement legislative program	Legislative Strategy Development and Pre, During and Post Session Representation
BT-1	Monitor legislative process and bills impacting legislative or regulatory priorities	Briefings to Commission and Communication/Action
BT-2	Provide copies of important legislation to City leadership and staff	Briefings to Commission and Communication/Action



Section 5: Fees

** Estimated May 2014 Project Launch date, with Legislative priorities relating to 2015 Florida Legislative Session for one year.

	Task	Lead	QTY	Total Cost
1.0	Establish Legislative Priorities	DR		\$13,000
1.1	Internal Staff Briefing	DR/ELD	1	
1.2	Develop initial outline of priorities	DR/ELD	1	
1.3	Internal Staff briefing to refine	DR/ELD	1	
1.4	Revisions to outline	ELD	1	
1.5	Presentation of initial priorities to Council	DR	1	
1.6	Revisions to outline	DR/ELD	1	
1.7	Finalize legislative strategy with Staff	DR/ELD	1	
1.8	Council adoption	DR	1	
1.9	Revisit City-specific priorities for 2015 Session	DR	1	
2.0	Establish Grant Priorities	ELD		\$7,000
2.1	Develop Grant Strategy	ELD	1	
2.2	Initial Meeting with Staff and Commission	ELD	1	
2.3	Grant Prioritization & Feasibility Review	ELD	1	
2.4	Workflow Development for Grants	ELD	1	
3.0	Reporting and Updates	DR/ELD		\$12,000
3.1	Monthly Reports to Manager (weekly during Session)	DR/ELD	18	
3.2	In-person presentations	DR/ELD	5	
3.3	Updates to legislative agenda for 2015 (In person Work Session with Commission)	DR/ELD	1	
4.0	Flat Fee Activities	DR/ELD		\$36,000
4.1	Representation before entities, agencies, government officials during the 2015 Session	DR/ELD	1	
5.0	Optional Services/Add-Ons	TBD		
5.1	Grant Application Submittal, Management, Monitoring and Reporting (See Fee Alternatives Below)	TBD		
5.2	As needed special services	TBD		
				Total \$ 68,000

The Team is open to other financial arrangements for certain grant-related services including application development, management and reporting/administration as follows (or others to be negotiated):

1. **Flat Fee Arrangements (only development of Grant Applications)**. Typically, we will evaluate the amount of time it will take to prepare the grant proposal strategy, application materials, letters of support, key partnerships and detailed budget. To manage budgetary expectations, we could contract for a flat rate to prepare the grant



either as a stand-alone service or in partnership with existing staff resources. Fees would be paid whether or not the grant is successful and do not include back-end grant management or administration.

2. **Hourly Arrangements.** Based on the grant scope and our previous work in preparing applications, we can contract for an hourly rate. Fees could include back-end grant management or administration.
3. **Hybrid or Alternate Arrangements.** This situation usually arises when our services are supplemental to in-house expertise for grant preparation and the amount of hours and effort can be controlled by budget and staff capabilities.



ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS

COUNTY OF MONROE

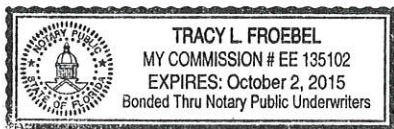
I, the undersigned, hereby duly sworn, depose and say that no portion of the sum herein bid will be paid to any employee of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

BY: *Erin L. Deady*
President, Erin L. Deady PA

sworn and prescribed before me this 3rd day of April, 2014

Tracy L. Froebel
NOTARY PUBLIC, State of Florida

My commission expires: 10/2/15



SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(A)
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY
PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted to City of Key West
by Erin Deady
(Print individual's name and title)
for Erin L. Deady, P.A.
(print name of entity submitting sworn statement)

whose business address is 1111 Hypoluxo Rd, St. 207, Lantana FL 33462
and (if applicable) its State Employer Identification Number (FEIN) is 45-3108752
(If the entity has no FEIN, include the Social security Number of the individual signing
this sworn statement: _____)

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or state law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "conviction" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any state court of record relating to charges brought by indictment of information after July 01, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

1. A predecessor or successor of a person convicted of a public entity crime;
or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. the term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies).

X Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (attach a copy of the final order).

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR THE CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

Erin L. Ready
(SIGNATURE)

4/3/14
(DATE)

STATE OF Florida

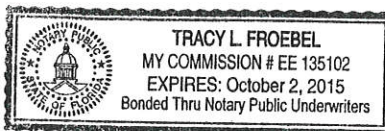
COUNTY OF Palm Beach

PERSONALLY APPEARED BEFORE ME, the undersigned
authority Erin L. Ready who, after first being sworn by me,
(name of individual)

affixed his/her signature in the space provided above of this
3rd day of April, 2014

Tracy L. Froebel
NOTARY PUBLIC

My commission expires: 10/2/15



CONE OF SILENCE

STATE OF FLORIDA

SS:

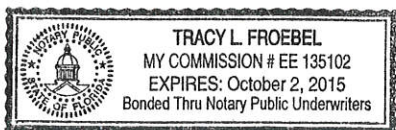
COUNTY OF ~~MONROE~~

Palm Beach

I the undersigned hereby duly sworn, depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Erin L. Dendy, P.A. have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).

BY: Erin L. Dendy

sworn and prescribed before me this 3rd day of April, 2014
Tracy L. Froebel
NOTARY PUBLIC, State of Florida
My commission expires:



EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF FLORIDA)

: SS

COUNTY OF Palm Beach)

I, the undersigned hereby duly sworn, depose and say that the firm of Erin L. Deady, P.A. provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses per City of Key West Ordinance Sec. 2-799.

By: Erin L. Deady

Sworn and subscribed before me this

3rd day of April, 20 14.

Tracy L. Froebel
NOTARY PUBLIC, State of Florida at Large

My Commission Expires: 10/2/15

