



Public Works LLC
1690 East Strasburg Road
West Chester, PA 19380

January 23, 2024

City of Key West
Purchasing Division
1300 White Street
Key West, FL 33040

To Whom it May Concern:

We are pleased to submit our response to RFP #24-003, Strategic Planning Services for the City of Key West. Public Works LLC has a 28-year track record of performing consulting services for state and local governments. Currently, we are in the process of wrapping up a strategic planning project for Montgomery County, Maryland and are developing a 10-year housing plan for the Government of the Cayman Islands. We think there is no firm better suited for the City of Key West's needs.

Our proposed project manager lives in Key West and is a Florida native. Our firm has worked in Florida on several projects in the past. Most recently, we worked with the United Way of Suncoast, one of the largest social service agencies in the state, based in the Tampa region. That project wrapped in 2021, and for that project we completed more than three planning seminars. The stakeholder engagement lead for that project, and the firm's vice president Dr. Linda Rhodes, will act as a stakeholder engagement advisor and will lead the development of the survey, workshop materials, and focus group materials. Descriptions of other work performed in Florida and other states are included below.

As sole owner of the firm, I sign this proposal as an acknowledgement that each section of the RFP was read and understood. Thank you very much for your consideration.

Sincerely,

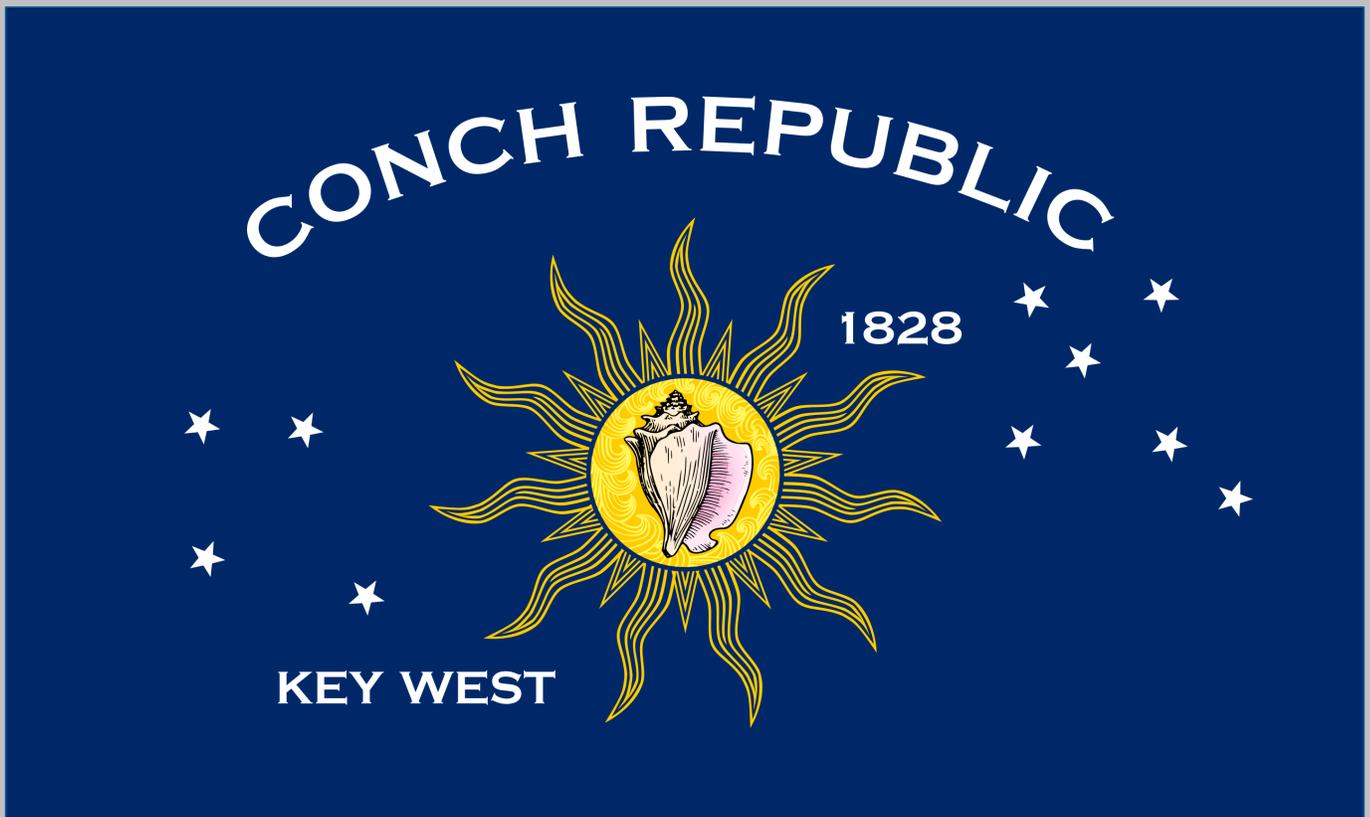
A handwritten signature in blue ink, appearing to read "Eric Schnurer", is enclosed in a thin black rectangular border.

Eric Schnurer
President, Public Works LLC

PROPOSAL: STRATEGIC PLANNING SERVICES

*Prepared for the City
of Key West,
January 15, 2024*

RFP # 24-003



Eric Schnurer,
President



eschnurer@public-works.org



610-296-9443



www.public-works.org



Public Works LLC
1690 East Strasburg Road
West Chester, PA 19380

1. FIRM BACKGROUND

Public Works LLC was founded in 1995 and has operated for over 28 years. Public Works pioneered the development of innovative high-level policy on a consulting basis, serving as an “outside policy office” for a half-dozen Governor’s Offices, as well as numerous state agencies, and providing states, cities and counties with creative policy advice that has been called “novel” and “innovative” by the national press.

Our personnel come out of careers in the public sector, including as gubernatorial chiefs of staff, state and county policy directors, and state and local government agency heads. As such, we understand the concerns of public servants and government personnel at all levels, respect the jobs they do, and have expertise born of our experience in similar roles. We are not a collection of private-sector consultants trying to charge private-sector rates to give private-sector advice to public-sector clients.

Our president, Eric B. Schnurer, founded the firm in 1995 after serving as a gubernatorial chief-of-staff in Pennsylvania, to bring to other governments the policy-focused approach he brought to his job in state government. Schnurer – a former civil rights attorney and president of the Drum Major Institute (a think tank founded by Rev. Dr. Martin Luther King, Jr.) as well as an MPP graduate of Harvard’s John F. Kennedy School of Government and an author, adjunct professor, and analyst for numerous national publications, leading universities, and think tanks – believes that the highest standards of policy analysis as a discipline can and should go hand-in-hand with a commitment to idealism and a devotion to improving people’s lives through public service. It is why our firm’s motto is “Making good ideas work for the better.” Schnurer also founded, and the firm sponsors, the Greater Good Gathering, www.GreaterGoodGathering.org, an annual conference on making the world better, held at Columbia University.

We provide management consulting services, and have earned **a national reputation in organizational reviews and efficiency audits** at both the state and local levels. We believe our firm has conducted more organizational reviews than any firm in the country, including six entire state governments and two U.S. territories; 18 other, separate state agencies; roughly a dozen other government entities; and several of the largest city and county governments in the country.

We provide strategic planning services and have produced strategic policy and strategic action plans for the West Virginia Governor’s and Treasurer’s Offices, Connecticut Secretary of the State, California Environmental Protection Agency (Cal/E.P.A.), Broward County (F.L.) Department of Health, California State University’s workforce development

programs, Mayor of Atlanta’s anti-poverty initiatives, Rhode Island Governor’s Workforce Board, and California Attorney General’s Office, to name just a few multi-stakeholder complex strategic planning projects.

We offer policy development across a wide range of issue areas, from health, housing, and education to economic and workforce development. We have a deep roster of public policy experts in all areas of government administration and craft our project teams to meet the requirements of our engagements.

Public Works also is well-acquainted with Florida; our firm has provided policy advice or strategic planning guidance to numerous elected officials, governmental agencies, and non-profit organizations throughout the state. These past engagements include the Florida Chief Financial Officer, Florida Department of Economic Opportunity, Broward County Department of Health, and the United Way Suncoast (Metropolitan Tampa). In addition, **the project manager that would lead the strategic planning effort, John Petro, is a full-time resident of Key West and a Florida native.**

Below are some examples of our most relevant projects:

United Way of Suncoast Strategic Plan

In 2021, Public Works completed a six-month strategic planning exercise for the United Way Suncoast, a five-county non-profit entity in the Tampa Bay region of Florida. We were retained to design and implement a deliberative, community-based process in order to develop and deliver a new strategic plan by mid-April 2021. The process has engaged Suncoast stakeholders and infused research-based information to establish the organization's strategic priorities for the next three years. Over 800 individuals from the community responded to the community needs survey to bring insights from donors, community partners and volunteers across the Suncoast region. Information from this survey, interviews, the internal capacity assessment – a web-based tool designed specifically to help non-profits better understand their organizational capacity – and seven focus groups converged for analysis of patterns and insights that describe the challenges and opportunities that affect the United Way Suncoast mission. We led the organization’s leadership through a virtual six-hour planning retreat that featured a wide array of new interactive online techniques including instant polling, “waterfalls” of ideas as they emerge, real-time online “word clouds” and virtual “sticky notes” and “whiteboards” for brainstorming. We have made the strategic planning process work remotely during the pandemic, and made it just as dynamic as in-person – if not more so.

Housing Opportunities Commission of Montgomery County Five-Year Strategic Plan

This year Public Works completed a five-year strategic plan for the Housing Opportunities Commission (HOC) of Montgomery County, MD, a suburb of Washington, D.C.. HOC is regarded as among the most innovative public housing authorities in the country, and wanted a plan that would help them achieve their ambitious policy agenda. The Stakeholder and Community Engagement process began with conducting 30 Key Informant Interviews among thought leaders, policy makers, county officials and practitioners in housing-related matters. Insights gathered from these interviews helped frame the development of five Focus Groups (Seniors and Persons with Disabilities, Persons from the Immigrant Community, Persons from the Hispanic Community, Persons from the Black or African American Community, Persons on the Housing Path Wait List), two Town Halls (one live, one virtual) and Surveys among the General Public (350 respondents), HOC Customers (1,725 respondents), and HOC staff (130 respondents). The Town Halls, held in July 2023, attracted several hundred participants and provided a means of communicating information about the strategic planning process and soliciting input, feedback, and validation from community participants and clients. Spanish-language access was provided for the Focus Groups, Town Halls and Surveys. A Strategic Planning website was developed and hosted by HOC during the stakeholder engagement process to encourage people to attend the town halls and complete the surveys. All told, nearly 2,400 community voices were heard and considered.

An all-day workshop was held with HOC senior staff to review all these materials and to synthesize from them suggested Vision, Mission and Values statements to be presented to the Commission. The Commissioners held an all-day public brainstorming session in August 2023 that then culminated in a live-streamed public session to finalize Vision, Mission, Values and Goals statements as well as a detailed outline of the full Strategic Plan in October 2023.

Dubuque Poverty Reduction and Prevention Plan

Public Works led the City of Dubuque, Iowa through a 17-month planning process to address poverty. Our development of this Equitable Poverty Reduction and Prevention Plan for Dubuque involved over 450 community residents in interviews, focus groups, and surveys. We also solicited 236 survey respondents through a public e-poll. With the onset of the pandemic, however, we were unable to continue with in-person engagements.

Instead, we conceived and led eight “Caucus for Community” events – virtual gatherings with participation by a wide range of community stakeholders – to gain community perspectives on poverty in Dubuque. Through these gatherings, we were able to lead a discussion that prioritized a list of Promising Practices that the consulting team and Steering Committee had identified for the City to consider. We also produced a video describing poverty’s impact through the lives of Dubuque residents experiencing it. This video became the centerpiece of these caucuses, followed by a lively Power Point presentation that set the stage for an informed community discussion. The video can be viewed online through the City’s website for the initiative, or directly by going to the video, [Taking on Poverty: Dubuque’s Equitable Poverty Reduction & Prevention Plan](#), and the full [Equitable Poverty Reduction and Prevention Plan](#).

Dubuque, IA Impediments to Fair Housing and CDBG Five-Year Plan

Works was engaged by the City of Dubuque to develop the federally-mandated Impediments to Fair Housing and CDBG Five-Year Plan. Our data-driven, community-based approach to developing Dubuque’s 5-year plan for its \$5+ million in federal Community Development Block Grant funds involved focus groups with staff and stakeholders, key informant interviews, and a public survey in addition to data analysis, research and forecasting. We undertook this project concurrently with the Equitable Poverty Reduction Plan (described above). To avoid community stakeholder fatigue, we integrated robust stakeholder engagement around housing with the City’s Poverty Prevention Plan that we completed for the City in January 2021. We took a phased approach that entailed analysis of impediments to fair housing and the creation of the City’s 5-year plan. Two robust documents were developed and delivered: the 2019 Analysis of Impediments to Fair Housing and the 2021–2025 CDBG Five-Year Plan.

Des Moines Report on Best Practices for Data Collection for Equitable Law Enforcement and Code Enforcement

Also in 2022, the City of Des Moines, Iowa, retained Public Works to study best-practices in data collection and analysis of policing, as well as housing code enforcement, practices nationwide. Stemming from community concerns about inequitable enforcement, Public Works engaged with over 400 stakeholders. We produced two reports, totaling over 300 pages, on the current and ideal states of data collection and steps the City could take to



move to data-informed law and code enforcement decision-making. Click [here](#) for a copy of the report focused on law enforcement, and [here](#) for our code enforcement report.

Baltimore County Efficiency Review

In 2021, Public Works conducted an efficiency audit of the entire county government and public school system in Baltimore County, Maryland, a county of approximately 800,000 people containing extensive urban, suburban and rural areas. (Baltimore County contains no municipalities, and functions as a city/county.) As part of this project, we undertook a review of the County's efforts to fulfill its Voluntary Conciliation Agreement with the federal Department of Housing and Urban Development, as well as its community development efforts to preserve housing and neighborhoods. The analysis identified gaps in affordable housing programs, reviewed the County Code as well as the housing and zoning codes, and we identified ways in which the County's development review process stymied new affordable housing developments. Our report may be viewed [here](#), and recommendations for improving housing and zoning measures can be found at pp. 66-68, 236-237, 253-257, 260-269, 302-304, and 445-46.

WYPR News

Consultant tells Baltimore County how to save hundreds of millions of dollars

WYPR - 88.1 FM Baltimore | By John Lee
Published January 31, 2022 at 10:53 PM EST



We also called for more dispersed decision-making throughout County government; streamlined internal functions like fleet management, property management, grounds maintenance, and permitting; reducing the amount of management overhead; comprehensive

HR reform; introducing entrepreneurial approaches into more of County government; a variety of revenue enhancements; and expanded e-services to make interacting with County government easier.

This [article](#) from the local media further summarizes the report and its reception, as well as providing links to both the County government and school district reports.

2. PERSONNEL

Overseeing the project will be [Eric Schnurer](#), President of Public Works and Corporate Officer-in-Charge for the project. As such, Schnurer is responsible for final product deliverables and client engagement. [John Petro](#), a Key West resident and Florida native, will serve as project manager, and will be responsible for the day-to-day management of project activities, maintaining the project schedule, and is the main point of contact with the City of Key West Project Team. John will also perform much of the in-person stakeholder engagement activities. [Dr. Linda Rhodes](#) will serve as a stakeholder engagement advisor and will advise on our engagement methods, tools, and analysis.

ERIC B. SCHNURER – PRESIDENT, PUBLIC WORKS, AND CORPORATE OFFICER-IN-CHARGE

Eric B. Schnurer, president of Public Works, has been helping high-level government decision-makers realize budgetary savings since 1993, when he served as chief-of-staff to the Acting Governor of Pennsylvania. He has since helped make Public Works one of the leading firms in the country offering structured performance reviews of government agencies. As chief-of-staff, Mr. Schnurer personally oversaw design of the Acting Governor’s budget proposal, including detailed savings across state government to pay for a large business tax cut. He also served, by appointment of governors of both political parties, on the Pennsylvania Commission on Crime and Delinquency, and as a Commissioner of both the Delaware River Port Authority – a bi- state commission charged with the economic development of the ports of Philadelphia, PA and Camden, NJ, as well as oversight of four interstate bridges and an interstate high-speed transit line. As chief-of-staff to the Pennsylvania lieutenant governor prior that, he oversaw the state’s Emergency Management Agency, which reported directly to his office. He also served as a commissioner of Philadelphia Facilities Management Commission.

Mr. Schnurer has written and lectured extensively on government efficiency and reorganization, including for *Governing Magazine*, the Council of State Governments, and the Aspen Institute. He has written on government for publications ranging from *US News & World Report* to the *New York Times*, and taught at the Harris School of Public Policy Studies at the University of Chicago, the Watson Institute for International and Public Affairs and the Taubman Center on Public Policy at Brown University, the University of Pennsylvania, Drexel University, and Temple Law School. A former civil rights attorney and associate federal special prosecutor, Schnurer has worked served as president of the Drum Major Institute, a think tank founded by Rev. Dr. Martin Luther King, Jr.

JOHN PETRO, PROJECT MANAGER

John M. Petro is a seasoned policy analyst with extensive experience advising public officials and has been employed with Public Works since August of 2021. John moved to Key West in 2021.

Before joining Public Works, John served as Housing Policy Analyst for the New York State Attorney General, advising on housing and community development policy, programs, and litigation. In this role, he developed programs to stabilize the housing stock across New York State, to develop and preserve affordable housing, and to protect tenants and homeowners. Mr. Petro took a lead role in the office's efforts to encourage housing stability among homeowners, including efforts to prevent and uncover deed theft, to reform the New York City tax lien sale, and to preserve low-income cooperative housing. Mr. Petro also contributed to the office's response to changes to the state's rental stabilization laws, with the goal to promote housing stability among low-income tenants.

Since joining Public Works, John has served as project manager for the Montgomery County Housing Opportunities Commission five-year strategic plan and is currently the project manager for our efficiency review of McComb, MS. In addition, John led an organizational, programmatic, and policy review of the Baltimore County Department of Housing and Community Development and the Department of Recreation and Parks; an organizational review of the economic development department of Delaware County, PA; a report on best practices in equitable code enforcement for the City of Des Moines, IA; and an organizational review of the Office of Management and Budget of the U.S. Virgin Islands.

Mr. Petro has also served as Senior Policy Associate with the Office of the Public Advocate for the City of New York, where he advised on policy related to housing, zoning, economic development, and workforce development. In this role, he worked to center the perspectives of disadvantaged communities. Before that, he was a Policy Analyst for Urban Affairs at the Drum Major Institute for Public Policy, a think tank founded by Dr. Martin Luther King, Jr. He has written on a range of policy issues for a range of entities and publications.

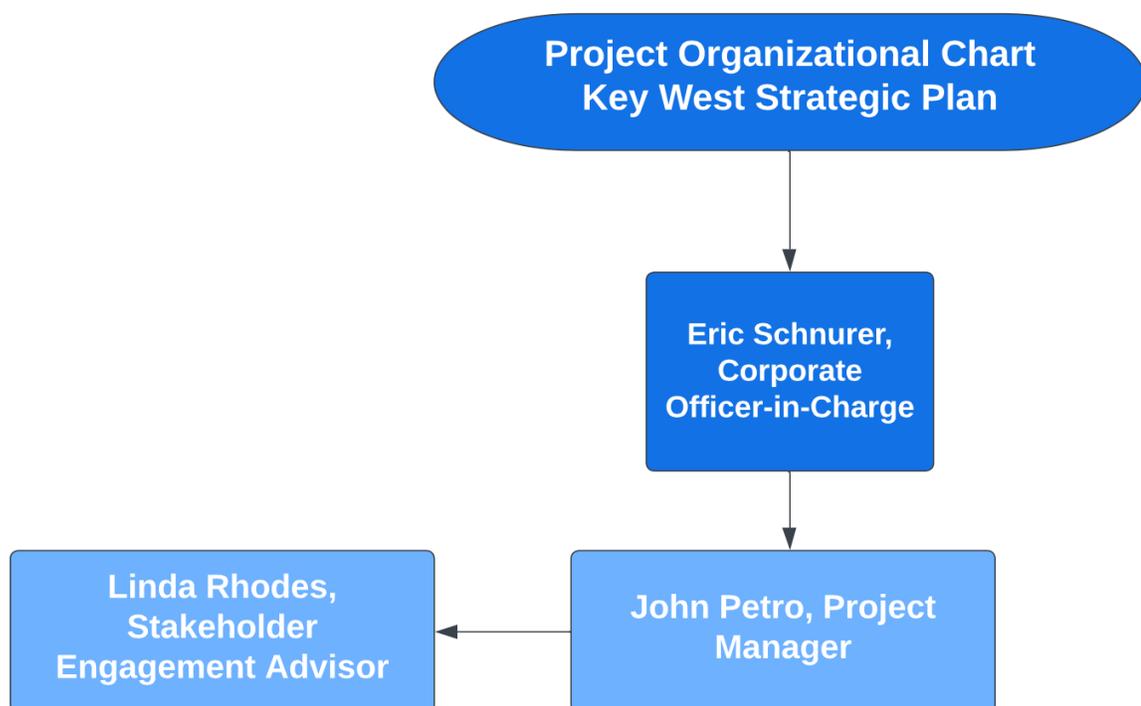
DR. LINDA RHODES, STAKEHOLDER ENGAGEMENT ADVISOR

Linda has served as a state Cabinet secretary of Pennsylvania and was nominated by President Bill Clinton to serve as COO of the Social Security Administration, the nation's largest domestic agency. She is the founding director of the Hirtzell Institute on Health Education & Aging at Mercyhurst University, for which she has developed numerous programs to attract and promote minority youth in the health professions. As the Vice

President of Public Works, she has led or been a key consultant on dozens of Public Works engagements nationwide, including our recent Equitable Poverty Prevention Plan for the City of Dubuque (IA) and strategic planning for the United Way – Suncoast (FL), and Future of Healthcare Workforce study for the SEIU-1199. An expert on stakeholder engagement and facilitation, she holds a doctorate degree in Education and Human Development from Columbia University and an M.Ed. in Education and Sociology from Edinboro University.

Dr. Rhodes has published numerous books and received numerous state and national awards for her work in public policy and public service. She holds a doctorate in education and human development from Teachers College, Columbia University.

2.1 ORGANIZATIONAL CHART



3. EXPERIENCE AND REFERENCES

We provide written descriptions of relevant projects in Section 1, Firm Background. See pages 2–8. References are below.

CITY OF DES MOINES, IA

Reference Contact	Malcolm Hankins Assistant City Manager (515) 283-4239 mahankins@dmgov.org
Address	400 Robert D. Ray Drive Des Moines, Iowa 50309
Budget	\$85,000
Firm Duties	City of Des Moines Law and Code Enforcement Review. Stakeholder engagement, current state analysis, best practices and benchmarking, implementation planning
Compensation	\$85,000
Completion Date	April 2022
Success of Plan Implementation	City Council and Police Department have accepted the major recommendations and begun implementation.

BALTIMORE COUNTY, MD

Reference Contact	Elizabeth Sachs, Director, Government Improvement (410) 887-2450 Esachs@baltimorecountymd.gov
Address	Office of the County Executive 400 Washington Avenue Towson, MD 21204
Budget	\$1,200,000
Firm Duties	Government-wide efficiency review of every department and the school district. Research, budget analysis, operations review, best practices, benchmarking
Compensation	\$1,200,000
Completion Date	January 2022
Success of Plan Implementation	85% of 500-pages of recommendations implemented as of 2023, with client aiming to implement 100%

LOS ANGELES COUNTY, CA

Reference Contact	Jean Ho Chief Executive's Office 213-400-3529 ho@ceo.lacounty.gov
Address	500 West Temple Street Los Angeles, CA 90012
Budget	\$148,938.76
Firm Duties	Justice Advisory Board Redesign and Implementation. Stakeholder engagement of existing justice advisory board members, redesign of advisory board structure. Implementation planning.
Compensation	\$148,938.76
Completion Date	April 2023
Success of Plan Implementation	County has not yet begun implementation.

HOUSING OPPORTUNITIES COMMISSION OF MONTGOMERY COUNTY, MD

Reference Contact	Ken Silverman Director of Government Affairs ken.silverman@hocmc.org 240.627.9461
Address	Housing Opportunities Commission 10400 Detrick Ave Kensington, MD 20895
Budget	\$466,000
Firm Duties	Current state analysis, stakeholder engagement, strategic planning, best practices research
Compensation	\$267,250
Completion Date	Still in-process.
Success of Plan Implementation	Implementation is a separate phase. So far, Commission has adopted Vision, Mission, Values and Goals.

DELAWARE COUNTY, PA – DELAWARE COUNTY COMMERCE CENTER

Reference Contact	Laura Goodrich Cairns lgcairns@delcopa.org 610.566.2225
Address	Delaware County Commerce Center 2 West Baltimore Ave, Suite 200 Media, PA 19063
Budget	\$40,000
Firm Duties	Redesign County’s workforce development structure
Compensation	\$40,000
Completion Date	December 2022
Success of Plan Implementation	County was awarded \$4.6 million in Federal Community Project Funding (CPF) for three major initiatives that target Workforce Development and Healthcare in March 2022.

4. APPROACH AND METHODOLOGY

Through our extensive work across the country with state and local governments and non-profits in the human services sector, Public Works LLC has developed an adaptable and scalable model to fit our clients' specific needs and priorities.

We believe that the various components of the study desired by the County can be best conceptualized and ordered as follows:

1. Project pre-planning and preparatory meetings
2. Data collection and ecosystem analysis
 - a. Informational interviews
 - b. Community survey
 - c. Community visioning
 - d. Ecosystem Analysis
3. Workshops
4. City Commission workshops
5. Department workshops
6. Final report and presentation

4.1 PRE-PLANNING AND PREPARATORY MEETINGS

4.1.1 PRE-PLANNING

We begin by formalizing the project's scope of Work and a Project Plan that establishes expectations, communication protocols, key contacts, and the roles and tasks that you and the Public Works team members alike will perform in co-creating the strategic plan. The Project Plan that will also define project activities, a schedule of stakeholder engagement, and project milestones.

- We ask you to identify a primary point of contact—the Project Lead—to work with our Project Manager on data collection, meeting logistics, and acquiring the necessary approval or feedback for key decisions throughout the strategic planning process.
- We also ask for the identification of a City of Key West Project Leadership Team, of between one and five people that will meet at least biweekly to discuss project progress and to provide feedback on project deliverables.

Before our preparatory meetings with City Commissioners, the Mayor, and the City Manager, we will request documents, policies and reports, relevant data and indicators, and other materials that will give us the necessary data and context for our future analyses. We will review the most recent strategic plan and request the most up-to-date implementation status for each “Action” since the Year 2 Update. We will review City Commission agendas and minutes in order to assemble a list of “issues” that are under discussion and may be relevant to the strategic plan. This “Desk Review” will allow us to have the necessary background knowledge for productive preparatory meetings.

4.1.2 PREPARATORY MEETINGS

We will hold preparatory meetings over the course of a day, beginning with a presentation of the Project Plan to the City Manager, City Attorney, and department leadership. We will then meet with department heads to discuss in greater detail the status of the 2021-2024 strategic plan’s Goals and Actions. We will also meet with the Project Lead to discuss stakeholder engagement logistics.

We will then meet with the City Commission and the Mayor and provide a second presentation of the project plan. This will take the form of a public meeting, per Florida’s Sunshine Law.

4.2 STAKEHOLDER ENGAGEMENT AND ECOSYSTEM ANALYSIS

The next phase includes stakeholder engagement and an analysis of the factors that will have an impact on the City’s strategic objectives.

4.2.1 STAKEHOLDER ENGAGEMENT

The goals of our stakeholder engagement process are:

- Identify community priorities and areas of concern
- Identify emerging challenges, whether they be economic, fiscal, legislative, climate-related, or technological
- Identify potential solutions and opportunities to further the City’s strategic priorities

INFORMATIONAL INTERVIEWS

We will hold informational interviews with key stakeholders these include but are not limited to:

- Bahama Village Redevelopment Advisory Committee
- Key West Bight Management District
- Caroline Street Redevelopment Advisory Committee
- Key West Chamber of Commerce
- Florida Keys Aqueduct Authority
- Keys Energy Services
- Key West Housing Authority
- Lower Keys Medical Center
- Tourist Development Council
- The Lodging Association of the Florida Keys and Key West
- AH Monroe
- Samuel's House
- SOS Kitchen
- Fair Insurance Rates for Monroe
- Florida Keys National Marine Sanctuary
- Key West Association of Realtors
- The Key West Business Guild
- Florida Keys Association of the Arts
- Monroe County Department of Planning & Environmental Resources
- Monroe County Department of Department of Strategic Planning
- Florida Department of Commerce, Community Planning Division

COMMUNITY SURVEY

We will develop and distribute a survey to the general public to identify community concerns and priorities. With a population of 24,000, a sample size of just over 2,000 residents is required to reach an acceptable margin of error and confidence level. The 2021-2024 Strategic Plan was informed by 3,776 community survey responses, and we would seek to meet or exceed that response.

COMMUNITY VISIONING

The survey will give our team an understanding of community concerns. Based on these concerns, we will facilitate a number of community visioning sessions in order to gain a deeper understanding of the issues facing Key West residents and stakeholders.

We propose facilitating two public meeting workshops/focus groups based on either a particular issue that was identified through the public survey, or based on a particular constituency or stakeholder group.

The topics of the community visioning sessions will be decided based upon the results of the community survey and with the input of the client Project Lead.

ECOSYSTEM ANALYSIS

The Ecosystem Analysis is an analysis of internal and external factors that will impact the City's efforts to achieve its strategic goals. These include economic and social factors, including demographic, housing, employment, climate, and environmental factors. They also include the regulatory or legislative environment and any technological or wider economic trends.

Our analysis will involve an integration of relevant data indicators from a variety of credible sources, including:

- U.S. Census Bureau;
- American Community Survey;
- Department of Housing and Urban Development (HUD);
- Florida Housing Data Warehouse;
- Florida Housing Coalition;
- Florida Department of Economic Opportunity;
- Florida Housing Finance Corporation;
- Florida International University Steven J. Green School of International and Public Affairs;
- Bureau of Economic Analysis;
- Bureau of Labor Statistics (BLS).

4.3 WORKSHOPS

We will hold two workshops with the City Commission. The RFP identifies the activities to be included in these workshops:

- Facilitate discussions of the City's assets and priorities.
- Provide a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis of the City.
- Identify key points of differentiation to customers and competitors.
- Development of the City Commissions' strategic goals for Year One and beyond.

We will hold four workshops with City staff. The workshops would be organized as follows:

Workshop 1	Workshop 2	Workshop 3	Workshop 4
Building, Code, Planning, and Housing	Community, Engineering, Utilities	Parking, Police, Fire	Finance/Budget, HR, IT

We will lead staff in a discussion of the services offered by their department, evaluating their successes and challenges, and prioritize them according to their impact on the City’s strategic goals. We will discuss promising and best practices from other jurisdictions, and identify new opportunities to approach the City’s strategic goals.

4.4 FINAL REPORT AND PRESENTATION

At this stage, background information, findings, recommendations, fiscal analysis and methodology and implementation sections – complete with both text and tables – are put into draft form for eventual publication. The report is written to be persuasive, objective and clear – using meaningful terminology yet free of jargon – so that the public can understand the issues and recommendations. Reports also include sufficient implementation information for managers and staff to use it as a blueprint for making the changes suggested. We:

- Work with the Project Lead to decide the format for the draft and final reports.
- Develop fiscal impact estimates for recommendations that specify, as appropriate, the impact on individual departments or functions.
- Develop preliminary implementation tables that include timelines, priority actions to be taken and anticipated results.

Draft written reports are developed and submitted with sufficient time for input from as wide an audience as requested by the client Project Lead. Since the report becomes the permanent record of the review, it is written not only for immediate use but also as a guide for the organization and a tool for follow-up to determine if recommendations are being fully implemented.

Reports go through a rigorous review and editing process before public distribution with at least two opportunities for the client Project Lead to review and comment before finalizing. We also work with the Project Lead to develop briefings and presentations for City leadership, key stakeholders, and the public, as you deem desirable.

4.5 BUDGET

Our budget is based off of a blended hourly rate of \$225/hr. This is inclusive of all other costs, including materials, travel, and reimbursements. The project manager for this project lives in Key West, and would not need to travel for meetings.

Task	Sub-task	Hours	Cost
Pre-Planning and Preparatory Meetings	Pre-Planning	8	\$ 1,800
	Preparatory Meetings	12	\$ 2,700
	Subtotal		\$ 4,500
Stakeholder Engagement and Ecosystem Analysis	Informational Interviews	50	\$ 11,250
	Community Survey Design and Administration	20	\$ 4,500
	Community Visioning	20	\$ 4,500
	Ecosystem Analysis	40	\$ 9,000
	Subtotal		\$ 29,250
Workshops	Staff Workshops	12	\$ 2,700
	City Commission Workshops	10	\$ 2,250
	Subtotal		\$ 4,950
Final Report and Presentation	Final Report Drafting and Design	40	\$ 9,000
	Presentations Development	10	\$ 2,250
	Subtotal		\$ 11,250
Total		222	\$ 49,950

4.6 TIMELINE

	Mar	Apr	May	Jun	Jul	Aug	Sep
	4 11 18 25	1 8 15 22 29	6 13 20 27	3 10 17 24	1 8 15 22 29	5 12 19 26	2 9 16 23 30
Project Planning	█						
Project Launch (On-site)	█						
Informational Interviews		█					
Community Survey		█					
Community Visioning			█				
Ecosystem Analysis		█					
Staff Workshops				█			
Commission Workshops				█			
Final Report Drafting					█		
Final Presentations							█

The proposed timeline has a start date in March. The project would extend into the beginning of September.

5. KNOWLEDGE OF KEY WEST

The City's most recent 3-year strategic plan was completed in 2021 by consultant Elisa Levy. Levy continued on in the second year to coordinate implementation of the Plan. An update to the strategic plan in 2022 showed the progress made toward the outlined Goals and Actions. (Project manager John Petro has met with Levy on several occasions to discuss the strategic plan, even before this RFP was issued.)

Key West is in the midst of change. The City's administration is led by a new City Manager, who is placing an increasing focus on efficient and high performing government. In addition, voters will choose three new City Commissioners this year. Changes are even in store for the City's iconic Mallory Square, where the City is considering design schemes to make the space more active and inviting throughout the day.

Affordable housing remains a key concern among residents, even as significant progress has been made—ground-breaking at Bahama Lofts 3.2; completion of Wreckers Cay and Garden View Apartments; and the impending rehabilitation of KWHA's Lang Milian Apartments, including the addition of 60 new units.

The City still needs to work on implementing a long-term adaptation strategy to protect vital infrastructure and utilities. Street improvements on South Roosevelt, Whitehead Street, and United Street are either in progress or wrapping up, and, quips about the manhole covers on Flagler Avenue aside, the City will need to continue its program of street repaving projects and ADA improvements on key streets, all while implementing best practices in roadway maintenance and repair.

The City's economy remains strong, and visitors continue to seek out Key West in record numbers, despite high prices for accommodations. Airport expansions will draw perhaps even more visitors. Major airlines are already using larger aircraft to service Key West. Long-term challenges include climate and sea level rise, rising insurance rates, workforce housing,



6. SWORN STATEMENTS AND AFFIDAVITS

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 employees 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: _____
[Handwritten Signature]

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this day of, 2021, by _____.



Taylor N
(Signature of Notary Public- State of Florida)

(NOTARY SEAL)

Taylor Noe
(Name of Notary Typed, Printed, or Stamped)

Personally Known _____ OR Produced Identification

Type of Identification Produced FL DL

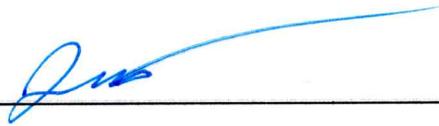
NON-COLLUSION AFFIDAVIT

STATE OF Florida)

: SS

COUNTY OF Monroe)

I, the undersigned hereby declares that the only persons or parties interested in this Proposal are those named herein, that this Proposal is, in all respects, fair and without fraud, that it is made without collusion with any official of the Owner, and that the Proposal is made without any connection or collusion with any person submitting another Proposal on this Contract.

BY: 

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this day of, 2024, by _____.



(NOTARY SEAL)


(Signature of Notary Public- State of Florida)

Taylor Noe
(Name of Notary Typed, Printed, or Stamped)

Personally Known _____ OR Produced Identification

Type of Identification Produced FL DL

**SWORN STATEMENT UNDER SECTION 287.133(3)(A)
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid or Proposal for CITY OF KEY WEST

2. This sworn statement is submitted by: PUBLIC WORKS LLC
(Name of entity submitting sworn statement)

whose business address is: 1690 EAST STRASBURG RD.
WEST CHESTER, PA 19380

and (if applicable) its Federal Employer Identification Number (FEIN) is: _____
03-0447140

(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement)

3. My name is JOHN PETRO
(Please print name of individual signing)

and my relationship to the entity named above is: EMPLOYER

4. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal 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 with the United States, including but not limited to, any bid or contract for goods or services to be provided to any public or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, material misrepresentation.

5. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication guilt, in any federal or state trial court of record relating to charges brought by

indictment information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

6. 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 controlling interest in another person, or a pooling of equipment or 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.

7. I understand that a "person" as defined in Paragraph 287.133(1)(8), Florida Statutes, means any natural person or entity organized under the laws of any state or 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 public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

8. 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).

 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 1, 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 1, 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 1, 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 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.

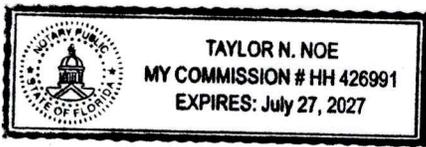
[Signature]
(Signature)

1/16/24
(Date)

STATE OF Florida

COUNTY OF Monroe

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this day of, 2024, by _____.



(NOTARY SEAL)

[Signature]
(Signature of Notary Public- State of Florida)

Taylor Noe
(Name of Notary Typed, Printed, or Stamped)

Personally Known _____ OR Produced Identification

Type of Identification Produced FL DL

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF Florida)

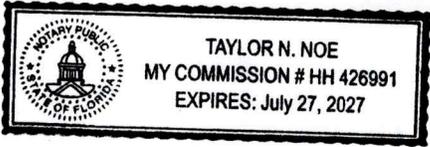
: SS

COUNTY OF Monroe)

I, the undersigned hereby duly sworn, depose and say that the firm of PUBLIC WORKS LLC provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances Sec. 2-799.

By: [Signature]

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this day of, 2024, by _____.



[Signature]
(Signature of Notary Public- State of Florida)

(NOTARY SEAL)

Taylor Noe
(Name of Notary Typed, Printed, or Stamped)

Personally Known _____ OR Produced Identification

Type of Identification Produced FLDL

CONE OF SILENCE AFFIDAVIT

Pursuant to City of Key West Code of Ordinances Section 2-773 (attached below)

STATE OF Florida)

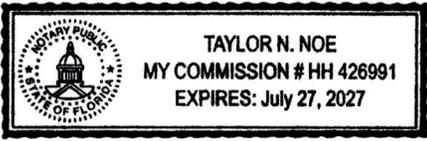
: SS

COUNTY OF Monroe)

I, the undersigned hereby duly sworn, depose and say that all owner(s), partners, officers, directors, employees, and agents representing the firm of PUBLIC WORKS LLC have read and understand the limitations and procedures regarding communications concerning City of Key West Code of Ordinances Sec. 2-773 Cone of Silence (attached).

By: [Signature]

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this day of, 2024, by _____.



[Signature]
(Signature of Notary Public- State of Florida)

(NOTARY SEAL)

Taylor Noe
(Name of Notary Typed, Printed, or Stamped)

Personally Known _____ OR Produced Identification

Type of Identification Produced FL DL

Sec. 2-773. Cone of Silence.

- a. Definitions. For purposes of this section, reference to one gender shall include the other, use of the plural shall include the singular, and use of the singular shall include the plural. The following definitions apply unless the context in which the word or phrase is used requires a different definition:
- (1) Competitive solicitation means a formal process by the City of Key West relating to the acquisition of goods or services, which process is intended to provide an equal and open opportunity to qualified persons and entities to be selected to provide the goods or services. Competitive solicitation shall include request for proposals ("RFP"), request for qualifications ("RFQ"), request for letters of interest ("RFLI"), invitation to bid ("ITB") or any other advertised solicitation.
 - (2) Cone of silence means a period of time during which there is a prohibition on communication regarding a particular competitive solicitation.
 - (3) Evaluation or selection committee means a group of persons appointed or designated by the city to evaluate, rank, select, or make a recommendation regarding a vendor or the vendor's response to the competitive solicitation. A member of such a committee shall be deemed a city official for the purposes of subsection (c) below.
 - (4) Vendor means a person or entity that has entered into or that desires to enter into a contract with the City of Key West or that seeks an award from the city to provide goods, perform a service, render an opinion or advice, or make a recommendation related to a competitive solicitation for compensation or other consideration.
 - (5) Vendor's representative means an owner, individual, employee, partner, officer, or member of the board of directors of a vendor, or a consultant, lobbyist, or actual or potential subcontractor or sub-consultant who acts at the behest of a vendor in communicating regarding a competitive solicitation.
- b. Prohibited communications. A cone of silence shall be in effect during the course of a competitive solicitation and prohibit:
- (1) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the city's administrative staff including, but not limited to, the city manager and his or her staff;
 - (2) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the mayor, city commissioners, or their respective staff;
 - (3) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and any member of a city evaluation and/or selection committee; therefore, and
 - (4) Any communication regarding a particular competitive solicitation between the mayor, city commissioners, or their respective staff, and a member of a city evaluation and/or selection committee, therefore.
- c. Permitted communications. Notwithstanding the foregoing, nothing contained herein shall prohibit:
- (1) Communication between members of the public who are not vendors or a vendor's representative and any city employee, official or member of the city commission;
 - (2) Communications in writing at any time with any city employee, official or member of the city commission, unless specifically prohibited by the applicable competitive solicitation. (A) However, any written communication must be filed with the city clerk. Any city employee, official or member of the city commission receiving or making any written communication must immediately file it with the city clerk. (B) The city clerk shall include all written communication as part of the agenda item when publishing information related to a particular competitive solicitation;
 - (3) Oral communications at duly noticed pre-bid conferences;

- (4) Oral presentations before publicly noticed evaluation and/or selection committees;
- (5) Contract discussions during any duly noticed public meeting;
- (6) Public presentations made to the city commission or advisory body thereof during any duly noticed public meeting;
- (7) Contract negotiations with city staff following the award of a competitive solicitation by the city commission; or
- (8) Purchases exempt from the competitive process pursuant to section 2-797 of these Code of Ordinances;

d. Procedure.

(1) The cone of silence shall be imposed upon each competitive solicitation at the time of public notice of such solicitation as provided by section 2-826 of this Code. Public notice of the cone of silence shall be included in the notice of the competitive solicitation. The city manager shall issue a written notice of the release of each competitive solicitation to the affected departments, with a copy thereof to each commission member, and shall include in any public solicitation for goods and services a statement disclosing the requirements of this ordinance.

(2) The cone of silence shall terminate at the time the city commission or other authorized body makes final award or gives final approval of a contract, rejects all bids or responses to the competitive solicitation or takes other action which ends the competitive solicitation.

(3) Any city employee, official or member of the city commission that is approached concerning a competitive solicitation while the cone of silence is in effect shall notify such individual of the prohibitions contained in this section. While the cone of silence is in effect, any city employee, official or member of the city commission who is the recipient of any oral communication by a potential vendor or vendor's representative in violation of this section shall create a written record of the event. The record shall indicate the date of such communication, the persons with whom such communication occurred, and a general summation of the communication.

e. Violations/penalties and procedures.

(1) A sworn complaint alleging a violation of this ordinance may be filed with the city attorney's office. In each such instance, an initial investigation shall be performed to determine the existence of a violation. If a violation is found to exist, the penalties and process shall be as provided in section 1-15 of this Code.

(2) In addition to the penalties described herein and otherwise provided by law, a violation of this ordinance shall render the competitive solicitation void at the discretion of the city commission.

(3) Any person who violates a provision of this section shall be prohibited from serving on a City of Key West advisory board, evaluation and/or selection committee.

(4) In addition to any other penalty provided by law, violation of any provision of this ordinance by a City of Key West employee shall subject said employee to disciplinary action up to and including dismissal.

(5) If a vendor is determined to have violated the provisions of this section on two more occasions it shall constitute evidence under City Code section 2- 834 that the vendor is not properly qualified to carry out the obligations or to complete the work contemplated by any new competitive solicitation. The city's purchasing agent shall also commence any available debarment from city work proceeding that may be available upon a finding of two or more violations by a vendor of this section. (Ord. No. 13-11, § 1, 6-18-2013)

VENDOR CERTIFICATION REGARDING

SCRUTINIZED COMPANIES LISTS

Respondent Vendor Name: PUBLIC WORKS LLC
Vendor FEIN: 03-0447140
Vendor's Authorized Representative Name and Title: JOHN PERO, SENIOR ANALYST
Address: 1690 EAST STRASBURG RD. WEST CHESTER, PA 19380
City: WEST CHESTER State: PA Zip: 19380
Phone Number: 610 296 9443
Email Address: ESCHMUEER@PUBLIC-WORKS.ORG

Section 287.135(2)(a), Florida Statutes, prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services of any amount if, at the time of contracting or renewal, the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to section 215.4725, Florida Statutes, or is engaged in a boycott of Israel. Section 287.135(2)(b), Florida Statutes, further prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services over one million dollars (\$1,000,000) if, at the time of contracting or renewal, the company is on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, both created pursuant to section 215.473, Florida Statutes, or the company is engaged in business operations in Cuba or Syria.

As the person authorized to sign on behalf of Respondent, I hereby certify that the company identified above in the section entitled "Respondent Vendor Name" is not listed on either the Scrutinized Companies that Boycott Israel List, Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject such company to civil penalties, attorney's fees, and/or costs and termination of the contract at the option of the awarding governmental entity.

Certified By: JOHN PERO SENIOR ANALYST
Print Name *Print Title*
who is authorized to sign on behalf of the above referenced company.
Authorized Signature: 

PROPOSER agrees to protect, defend, indemnify, save and hold harmless The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, City's Consultant, agents, servants and employees, including volunteers, from and against any and all claims, debts, demands, expense and liability arising out of injury or death to any person or the damage, loss of destruction of any property which may occur or in any way grow out of any act or omission of the PROPOSER, its agents, servants, and employees, or any and all costs, expense and/or attorney fees incurred by the City as a result of any claim, demands, and/or causes of action except of those claims, demands, and/or causes of action arising out of the negligence of The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, agents, servants and employees. The PROPOSER agrees to investigate, handle, respond to, provide defense for and defend any such claims, demand, or suit at its sole expense and agrees to bear all other costs and expenses related thereto, even if it (claims, etc.) is groundless, false or fraudulent. The City of Key West does not waive any of its sovereign immunity rights, including but not limited to, those expressed in Section 768.28, Florida Statutes. PROPOSER understands and agrees that any and all liabilities regarding the use of any subcontractor for services related to this agreement shall be borne solely by the PROPOSER. Ten dollars of the consideration paid by the City is acknowledged by PROPOSER as separate, good and sufficient consideration for this indemnification. This indemnification shall be interpreted to comply with Section 725.06 and 725.08, Florida Statutes.

These indemnifications shall survive the term of this agreement. In the event that any action or proceeding is brought against the City of Key West by reason of such claim or demand, PROPOSER shall, upon written notice from the City of Key West, resist and defend such action or proceeding by counsel satisfactory to the City of Key West.

The indemnification provided above shall obligate PROPOSER to defend at its own expense to and through appellate, supplemental or bankruptcy proceeding, or to provide for such defense, at the City of Key West's option, any and all claims of liability and all suits and actions of every name and description covered above which may be brought against the City of Key West whether performed by PROPOSER, or persons employed or utilized by PROPOSER.

The PROPOSER's obligation under this provision shall not be limited in any way by the agreed upon Contract Price as shown in this agreement, or the PROPOSER's limit of or lack of sufficient insurance protection.

[REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK]

PROPOSER: PUBLIC WORKS LLC

Address 1690 EAST STRASBURG RD

WEST CHESTER, PA 19380

Signature [Handwritten Signature]

JOHN PETRO
Print Name

1/16/24
Date

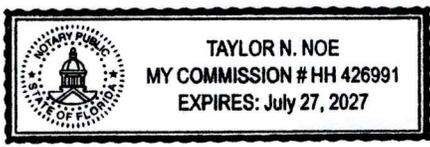
SENIOR ADVISOR
Title

NOTARY FOR THE PROPOSER

STATE OF Florida

COUNTY OF Monroe

The foregoing instrument was acknowledged before me by means [] physical presence or [] online notarization, this day of, 2024, by _____.



[Handwritten Signature]
(Signature of Notary Public- State of Florida)

(NOTARY SEAL)

Taylor Noe
(Name of Notary Typed, Printed, or Stamped)

Personally Known _____ OR Produced Identification

Type of Identification Produced FL DL

7. RESUMES



EDUCATION

- 
 Columbia University
 Columbia Law School
 New York City, New York
 J.D.
- 
 Harvard University
 John F. Kennedy School of
 Government
 Cambridge, Massachusetts
 M.P.P.
- 
 Brown University
 Providence, Rhode Island
 AB., Political Science

EXPERTISE

- 
 Strategy & Policy
- 
 Efficiency
- 
 Program Analysis & Design
- 
 Management
- 
 Communication

ERIC B. SCHNURER

PRESIDENT

PERSONAL PROFILE

Experienced public-sector professional, recognized expert on government reinvention and the future of government, founder and president of Public Works LLC.

WORK EXPERIENCE

Founder & President

Public Works LLC | January 1995 - present

- Social entrepreneur conceiving and leading innovative firm providing high-level policy, strategy and management consulting to government chief executives and agency heads in state and local governments across the country.
- Author and speaker, nationally and internationally, on a wide range of policy issues, for organizations ranging from the Council of State Governments to the African Political Summit, and for publications including The Atlantic, US News & World Report, Governing, and The Washington Monthly.
- Professor of public policy and lecturer on the future of government at Brown University, University of Chicago, University of Pennsylvania, and City College of New York.

Chief of Staff

Commonwealth of Pennsylvania | January 1993 - January 1995

Office of the Acting Governor

Office of the Lt. Governor

- Chief advisor, strategist, manager and legal counsel for chief executive of fifth-largest state in the country
- Also served as Commissioner of Pennsylvania Commission on Crime & Delinquency (by appointment of Republican governor) and Delaware River Port Authority (by appointment of Democratic Governor)
- Previously Deputy Counsel to Governor, and associate federal "special prosecutor," speechwriter for a dozen presidential candidates.



EDUCATION

- Masters of Diplomacy and International Relations, Seton Hall University, 2004
- B.A. Political Science, University of Central Florida, 2001

SKILLS SUMMARY

-  Policy and Data Analysis
-  Program Evaluation and Design
-  Strategic Planning
-  Organizational Review

JOHN PETRO

SENIOR ANALYST

PERSONAL PROFILE

Seasoned policy analyst with 14 years of public policy experience in advocacy, research, government, and consulting. Writer, thinker, and innovator.

WORK EXPERIENCE

Senior Analyst

Public Works, LLC, | August 2021 - present

- Provide research and analysis on government programs, policy, efficiency, and organizational structure. Facilitate and develop strategic plans. Align policy approaches to strategic goals. Program development and implementation. Data analysis.
- Areas of focus include housing and community development, economic and workforce development, land use and planning, infrastructure, recreation and parks, and arts and culture.

Policy Analyst for Housing

Office of NY State Attorney General | March 2019 - August 2021

- Advise on housing policy, programs, and litigation.
- Work with attorneys across bureaus and divisions to focus and initiate investigations into fraudulent and abusive landlords.
- Lead the office's work to combat deed theft and protect vulnerable homeowners.
- Develop programs administered by the office to stabilize the housing stock across New York State, to develop and preserve affordable housing, and to protect homeowners and tenants.



EDUCATION

- 
 Ed.D., Human Development, Columbia University Teachers College
 New York City, New York
- 
 M.Ed., Sociology & Education, Edinboro University
- 
 B.A., Meryhurst College
 Erie, Pennsylvania

EXPERTISE

- 
 Strategy & Policy
- 
 Stakeholder Engagement
- 
 Health Care & Aging
- 
 Management
- 
 Communication

DR. LINDA M. RHODES

AGING / STAKEHOLDER ENGAGEMENT

PERSONAL PROFILE

Former state Cabinet official and chosen to run the US Social Security Administration by President Bill Clinton, Dr. Rhode is a nationally-recognized expert on aging, educator, and author of numerous books on aging and health care. Having involved thousands of Pennsylvanians directly in shaping the future of aging programs in the state, Rhodes now leads stakeholder engagement efforts in current Public Works projects in numerous states.

WORK EXPERIENCE

Vice President & Consultant

Public Works LLC | January 1995 - present

Representative project roles:

- Project Lead, United Way Suncoast strategic planning.
- Project Lead, Dubuque (IA) Equitable Poverty Prevention Plan.
- Project Lead, SEIU-1199 Future of Healthcare Workforce.
- Project Lead, Delaware Long-Term Care Commission.
- Project Lead, New Mexico Public Education Department performance review.
- Author, Louisiana Legislature Report on Grandparents-Raising-Grandchildren.
- Project Lead, Louisiana Housing Finance Authority project to design and construct state-of-the-art congregate housing for displaced seniors post-Hurricane Katrina.

Director

Hirtzel Institute on Health Education & Aging | 2009 - 2019
 Mercyhurst University

Secretary of Aging

Commonwealth of Pennsylvania | January 1987 - July 1994

- Oversaw largest senior prescription drug benefit program in the country.
- Ran nation's only 100% lottery-funded senior programs and led lottery rescue effort with widespread citizen participation.
- In-Place Medicare Overcharge Measure.