

State of Florida Department  
of Management Services

Technical Proposal for  
Management Consulting Services  
Request for Proposal No. 06-80101500-J

**June 9, 2020**





Ernst & Young LLP  
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Tallahassee, FL 32301

Exhibit A  
State of Florida Contract  
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June 9, 2020

Ernst & Young LLP (EY) is pleased to respond to the Florida Department of Management Services (DMS) Request for Technical Proposal for Management Consulting RFP No. 06-80101500-J.

By retaining EY on the Management Consulting Services State Term Contract, DMS and the State can continue to draw upon our more than 30 years of delivering consistent quality service and advice to the State. Here are a few examples of how EY is helping the State address some of the most important challenges of the day:

**Managing the increasing pace of transformation and expansion of technology enabled services**

- ▶ EY is presently assisting state agencies and departments as they address the spectrum of change impacting Florida government, such as agency transformation, cybersecurity, performance assurance, digitalization and data analytics
- ▶ We are also presently working with multiple state entities on the latest advancements in the delivery of services to Florida citizens, preventive services and support of Florida's most vulnerable populations, and the evolution of agency operations and management

**Better anticipating and responding to a rapidly changing and increasingly volatile environment**

- ▶ For years, EY's dedicated disaster recovery practice has served Florida's state, county and city entities in their response and recovery from both natural and pandemic disasters
- ▶ We are also advising State entities on the implications and potential options to prepare and respond to the increasing risk of economic and technological disruptions to their operations

**Serving an increasingly diverse and demanding set of citizens, stakeholders, users and providers**

- ▶ The breadth and depth of EY's capabilities and experiences provides the State with a more holistic perspective and ability to imagine, create and implement the innovative services that Florida's ever-expanding population needs and demands
- ▶ Our insights and experience also help drive the design and implementation efficiencies required to most effectively deliver these expanding services most efficiently, and
- ▶ EY's strong reputation for risk management, governance and controls provides a greater level of confidence and comfort as State leaders expect - and inspect - higher performance from our government

We look forward to providing you with critical, actionable perspectives to advance your objectives. Please contact me with any questions you may have at +1 850 532 8825 or ken.thomas@ey.com.

Sincerely,

Ken Thomas  
Florida Government & Public Sector Leader

Ernst & Young LLP (EY US or the Firm) is submitting this proposal. EY US is part of the global organization of member firms (collectively, EY) of Ernst & Young Global Limited, separate legal entities that perform professional services under the EY name worldwide.

# Experience

## EY's service to the State of Florida

Ernst & Young LLP (EY) is the oldest licensed accounting and consulting firm to operate in Florida, with six office locations including our office in Tallahassee, which serves Florida State & Local government exclusively (Figure 1). Our consulting teams draw from the broad experience of our Government & Public Sector (GPS) practice - with more than 19,000 dedicated professionals across more than 100 countries worldwide - to address complex client issues that impact people, processes, technology and strategy. Additionally, our teams integrate the collective knowledge from our service to the commercial sector, bringing innovative practices and diverse professionals to our government client engagements.

EY has served Florida state agencies, local governments, school systems and utilities for more than 30 years (Figure 2). Throughout our service history, we remain committed to making a difference for Florida that improves the quality of life for its citizens and fosters a dynamic business environment. We are focused on the most impactful issues confronting the state today, such as technology transformation, disaster recovery, public safety, infrastructure improvement and workforce innovation.

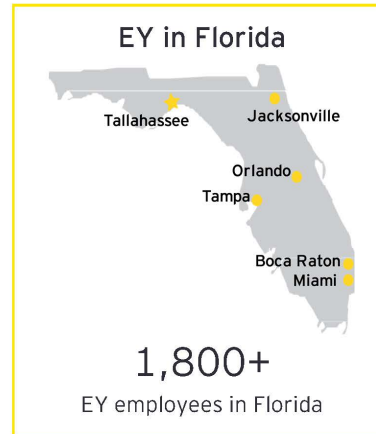


Figure 1: EY's presence in Florida

<ul style="list-style-type: none"> <li>▶ Agency for Health Care Administration</li> <li>▶ Citizens Property Insurance Corporation</li> <li>▶ Department of Children and Families</li> <li>▶ Department of Corrections</li> <li>▶ Department of Economic Opportunity</li> <li>▶ Department of Education</li> <li>▶ Department of Environmental Protection</li> <li>▶ Department of Financial Services</li> <li>▶ Department of Health</li> </ul>	<ul style="list-style-type: none"> <li>▶ Department of Highway Safety and Motor Vehicles</li> <li>▶ Department of Law Enforcement</li> <li>▶ Department of Management Services</li> <li>▶ Department of Transportation</li> <li>▶ Division of Emergency Management</li> <li>▶ Florida Housing Finance Corporation</li> <li>▶ Office of Early Learning</li> <li>▶ Prepaid College Foundation</li> <li>▶ State Board of Administration</li> </ul>
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Figure 2: Florida state government entities served by EY

## Summary of our recent and relevant consulting experience

EY has successfully delivered on a full range of consulting services over the existing Management Consulting Services contract by combining our deep understanding of the State's priorities and operations with our unwavering commitment to client service excellence. Our dedicated State of Florida team includes members who have served at several Florida agencies with more than 85 combined years of public service to the State. Our team operates out of EY's Tallahassee office at College Ave and Gadsden St, where we work seamlessly with our client agencies here in Tallahassee and across the state, and with EY colleagues across the country and around the world. In management consulting, the two most important success factors for clients and firms are a strong local presence and global reach. We are personally invested in the success of Florida's programs because we live and work here, and they are our programs, too.

During the past three decades, EY has delivered on some of the most important challenges and opportunities facing Florida state government, including:

- ▶ **Cybersecurity** - EY offers a full range of cybersecurity consulting services including cyber strategy, program assessments, third-party risk management, data protection and managed services. Organizations today know they must embrace new technology and continually innovate in order to remain relevant; however, system and operations modernization can inadvertently introduce new cyber vulnerabilities. EY's



Exhibit A  
 State of Florida Contract

“Security by Design” approach builds in cybersecurity thinking from the onset, enabling innovation with confidence. Our comprehensive cybersecurity approach addresses 20 key domains and more than 80 subdomains and is aligned with industry standards including ISO-27001:2013, NIST Cybersecurity Framework, COBIT 5, HIPAA, HITRUST and 60GG-2. EY’s ongoing investment in cybersecurity leadership includes a recent acquisition to augment our existing capabilities in identity governance and administration, privileged access management and governance, risk and compliance.


- ▶ **Transformation** - EY has become a leader in transformation, utilizing an approach encompassing strategy, people, process and technology, and leveraging the insights, experience and leadership gained over decades working with, and for, state, local and federal government. We know what it is like to face continuous pressure to improve performance, reduce cost, modernize technology, and increase compliance - all while navigating budget constraints and shifting legislative priorities. These issues, combined with the constant need for innovative change, are driving the government transformation agenda. Our professionals know how to help best address these challenges, and to capitalize on new opportunities created by change.
- ▶ **Disaster Recovery** - EY is a leader in helping state agencies across the country respond and provide recovery services to natural disasters such as floods, hurricanes and pandemics. Our professionals - many of whom are former FEMA, DHS and HHS employees - assist states, counties and cities in federal cost reimbursement, mitigation grant planning, cost recovery program implementation training, and Community Development Block Grant-Disaster Recovery (CDBG-DR) grant management. We have assisted more than 750 state and local clients with recovery from disasters and understand how the federal agency stakeholders and other sources of funding interplay with one another.
- ▶ **Digital and Emerging Technology** - EY is at the forefront of innovation in new technologies for government use, including cloud, artificial intelligence, intelligent automation, blockchain and mobile apps. Our technology consulting practice employs leading practices and a practical implementation mindset to solve real problems for our government clients. For example, we are presently engaged with Hillsborough County in a pilot program to develop a breakthrough technology platform that will help transform the State’s Foster Care program. If it is on the cutting edge, EY is there.


Table 1 provides a representative sample of our consulting services to government, and the relevant service categories represented by each engagement. NOTE: these are cross-referenced in each service category later in the document for convenience. Although most of these examples are for our service to the State of Florida, we have also provided representative experience to [REDACTED], and other State clients to illustrate our capabilities across a range of complex programs. Our approach to each service category for which we are proposing is detailed further in the Services section of our response.


**Table 1: EY’s demonstrated experience providing consulting services to the state and other governmental entities**

Service category legend	
1 - Consulting on management strategy	8 - Assistance with process and productivity improvement
2 - Project management	9 - Expert witness services in support of litigation, claims, or other formal cases relating to management consulting
3 - Program research, planning, and evaluations	10 - Advisory and assistance services relating to a Customer’s mission-oriented business programs or initiatives
4 - Provision of studies, analyses, scenarios, and reports relating to a Customer’s mission-oriented business programs or initiatives	11 - Systems alignment and consolidation
5 - Executive/management coaching services	12 - Comprehensive grants management services related to the Stafford Disaster Relief and Emergency Assistance Act and other related State and Federal grant programs
6 - Customized training as needed to achieve a management consulting objective	
7 - Assistance with policy and regulation development	





#	Relevant experience 	Project description	Service categories (see legend)
1	Florida Department of Agriculture and Consumer Services Business process review	[REDACTED] Key focus areas included: Communication Management, Planning, Monitoring and Control, Scope Management and Reporting.	2 8
2	Florida Department of Children and Families (DCF) Chronicity project management	[REDACTED] Key project management components included the project charter, project management plan, and risk, action item, and change logs.	2 10 11
3	Florida DCF Title IV-E eligibility maximization	EY was engaged to assess the effectiveness of state-wide processes for Title IV-E funding eligibility determination. [REDACTED]	2 6 8 10
4	Florida Department of Economic Opportunity (DEO) Strategy consulting and project management	For the DEO Office of Disaster Recovery (ODR), EY is providing strategy consulting and project management services for the development and implementation of the HUD, CDBG-DR long-term recovery efforts following Hurricanes Matthew, Hermine and Irma. [REDACTED]	1 2 8 10 12
5	Florida Department of Law Enforcement Cybersecurity assessment	EY provided a risk assessment of cybersecurity postures and assistance to achieve requirements of the 2016-2017 General Appropriations Act. [REDACTED]	3
6	Florida Department of Education, Office of Early Learning (OEL) Management consulting services and program risk management	EY performed an assessment of OEL's statewide IT system, which serves more than 30 coalitions, 9,000 providers and 200,000 children; manages more than \$1 billion in grant funding; and is critical to OEL's mission. [REDACTED]	3 8 10 11

#	Relevant experience 	Project description	Service categories (see legend)
7	<b>Florida Division of Emergency Management (DEM)</b> Disaster recovery and grants management	EY is currently assisting with grants administration and monitoring activities relating to FEMA Public Assistance (PA) funding associated with Hurricanes Hermine, Matthew, Irma and Michael. [REDACTED]	10 12
8	<b>Florida Department of Financial Services (DFS)</b> Cybersecurity assessment	EY provided a risk assessment of cybersecurity postures and assistance to achieve requirements of the 2016-2017 General Appropriations Act. [REDACTED]	3
9	<b>DFS</b> Florida PALM project transformation	For nearly four years, EY has supported the Florida PALM Project, the State's multi-year finance transformation journey, developing a Communications Plan and a Strategic Organizational Change Management (OCM) Plan to confirm the PALM team was well positioned to execute OCM activities in advance of the project's design, development and implementation phase. [REDACTED]	5 6 11
10	<b>Florida Department of Health (DOH)</b> Office of Medical Marijuana Use (OMMU) rule development consulting	EY is providing technical and subject matter experience to DOH throughout the rulemaking processes for various components of the medical marijuana program. [REDACTED]	7
11	<b>Florida Department of Highway Safety &amp; Motor Vehicles (DHSMV)</b> Cybersecurity assessment	EY provided a risk assessment of cybersecurity postures and assistance to achieve requirements of the 2016-2017 General Appropriations Act. [REDACTED]	3
12	<b>Florida Department of Management Services</b> Affordable Care Act (ACA) compliance and reporting	Since 2015, EY has assisted the State of Florida with ACA compliance and reporting. [REDACTED]	7 10
13	<b>Florida Department of Transportation (FDOT)</b> Innovation workshops	EY recently conducted a series of innovation workshops to accelerate leadership alignment and brainstorm various ways FDOT can support a culture of innovation throughout the state. [REDACTED]	1 10

#	Relevant experience 	Project description	Service categories (see legend)
14	<b>FDOT</b> Change Management Office (CMO) support and IT inventory	FDOT has a vast and complex IT project portfolio. Seeking to increase the ability of each individual project to meet its adoption objectives, FDOT engaged EY to create its first-ever full IT project inventory, driving increased understanding of interdependencies across 30 projects. E [REDACTED]	5 6 11
15	<b>Enterprise Florida, Inc. (EFI)</b> Outcomes analysis	EY's Quantitative Economics and Statistics team was engaged to assist EFI analyze and report the outcomes of projects that had received incentives assistance from the state. [REDACTED]	3 10
16	<b>Florida State University (FSU)</b> Cybersecurity assessment	EY conducted a complex university-wide cybersecurity risk assessment for FSU, following the NIST Cybersecurity Framework; [REDACTED]	3
17	<b>Florida Virtual Schools (FLVS)</b> Cybersecurity assessment	EY worked with FLVS leadership to identify risks, gaps and redundant technologies in existing cybersecurity processes and technology capabilities. [REDACTED]	3 10
18	<b>FLVS</b> Operational assessment	Following a change in executive leadership, FLVS recognized opportunities to create a more robust organizational governance structure, change and enterprise risk program, and cybersecurity program. EY performed an assessment of FLVS operations and recommended key changes to the board in areas including operations, enterprise risk management, information technology, internal audit, vendor management and organization structure.	3 10
19	<b>Hillsborough County</b> Child Protection Intelligence Tool (CPIT)	In collaboration with Hillsborough County, EY is developing the CPIT, a first of its kind, community-wide data-sharing platform designed to help children and family protection personnel provide prevention and diversion actions before circumstances require removal of a child from their family. [REDACTED]	1 2 8 10 11



#	Relevant experience 	Project description	Service categories (see legend)
20	<b>Hillsborough County</b> COVID-19 Financial Recovery Command Center (FRCC)	EY is working with Hillsborough County to deliver a Microsoft Dynamics-enabled solution for applicants seeking CARES Act recovery funds. [REDACTED]	1 2 8 10 11 12
21	<b>State Board of Administration (SBA) of Florida</b> Robotic Process Automation (RPA) pilot program	EY helped the SBA establish an enterprise wide RPA program. [REDACTED] As a result, the SBA is poised to scale its automation program for years to come.	8
22	<b>SBA of Florida</b> Employee financial services	EY has served as the financial education services provider for the Florida Retirement System (MyFRS) Financial Guidance Program since the Program's inception in 2001 EY's Financial Guidance Line and MyFRS.com chat serve approximately 800,000 members in the Florida Retirement System through our Tampa call center. [REDACTED]	10
23	[REDACTED]	[REDACTED]	1 2 6 8 10 11
24	[REDACTED]	[REDACTED]	1 8 10 11
25	[REDACTED]	[REDACTED]	8

#	Relevant experience 	Project description	Service categories (see legend)
26	F [REDACTED]	[REDACTED]	2 8 10
27	[REDACTED]	[REDACTED]	1 2 6 8 10
28	State of Georgia Intelligent Automation (IA) program	EY helped create a centralized operating model, automation pipeline and technical capability offering for IA. [REDACTED]	8
29	State of Tennessee Transformation Journey Roadmap	EY collaborated with the State of Tennessee, Department of Human Services to develop a transformation journey roadmap to enact a new mission that delivers services holistically and in streamlined fashion to their most vulnerable citizens. [REDACTED]	1 11
30	[REDACTED]	[REDACTED]	1 2 3 6 10 11

## Services

The State of Florida has identified 12 specific support categories for assistance over the life of the STC for Management Consulting Services. EY is proposing to support the State of Florida in **10** of the **12** categories.

The following sections describe our general capabilities and key methods to deliver each support category. For each, we also highlight projects - within the State of Florida and the public sector more broadly - where we have successfully provided similar services. Each of our engagements starts with our proven methodology and

supporting tools, incorporates applicable standards and guidance, and is customized based on the specific needs and requirements of each client.

## 1. Consulting on management strategy



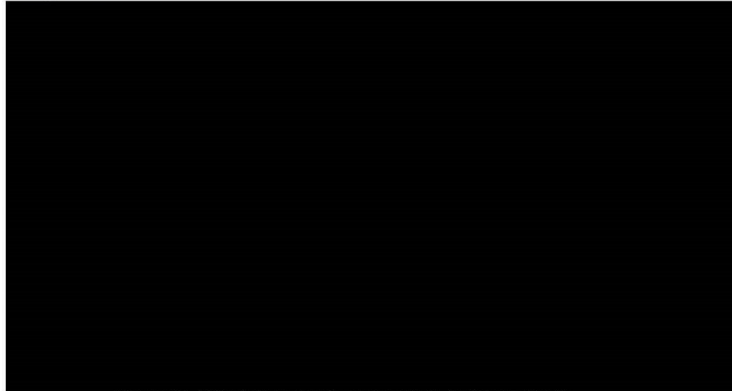
Relevant experience - See projects 4, 13, 19, 20, 23, 24, 27, 29 and 30 in Table 1.

EY's Strategy practice employs more than 1,700 consultants focused on developing and implementing strategy with a practical execution mindset to solve our clients' most complex issues. Every strategy project is unique, but EY brings specific capabilities, tools and experience in key methods that can help the State of Florida adapt to disruptive change and drive breakthrough results:

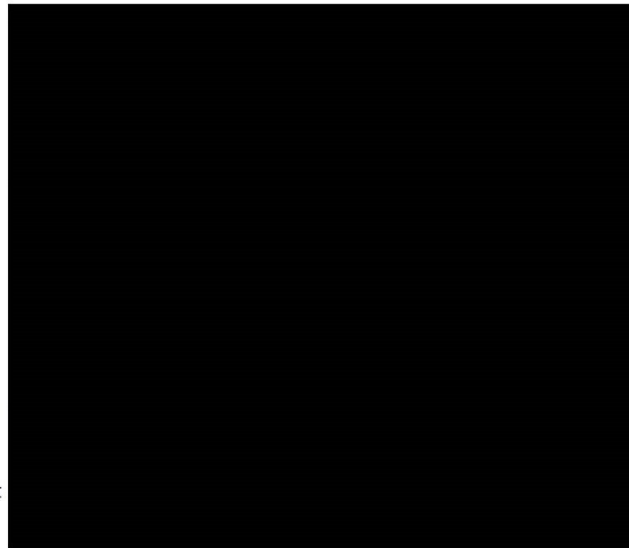
- ▶ **Strategic Planning** - Determine strategic positioning, objectives, priorities and initiatives
- ▶ **Digital Strategy and Transformation** - Design and execute programs to unlock digital potential with new operating models
- ▶ **Project Portfolio Optimization** - Prioritize projects based upon funding levels, dependencies, scenarios and fit with strategic objectives, thereby curtailing lower-return investments and accelerating higher return projects

- ▶ **Strategic Cost Transformation** - Identify, achieve and sustain significant improvements in performance, efficiency and cost structure
- ▶ **Driver-Based Analytics** - Enable strategic decision making and planning by linking value drivers and outcome metrics to decision-support capabilities
- ▶ **Innovation Realized** - Build breakthrough innovation capabilities, creating a culture of positive disruption and supporting processes and technologies

Our strategy work utilizes "future-back" thinking, starting with the megatrends that shape the future environment, then working backward to understand their implications for today. Strategic initiatives and investments can then be prioritized to drive current results while laying a foundation for the long term. Our approach is pragmatic and results-oriented versus a "pie in the sky" strategy that may never be implemented. We help clients define the operating model that will execute the strategy, including key areas such as



*Figure 3: EY's future-back approach to helping clients define their operating model*



*Figure 4: EY's management strategy to help organizations remain relevant in a disruptive environment*



process models, organizational structure, technology infrastructure, operating locations, governance and performance metrics with benefits tracking to capture and maintain value over time (Figure 3).

With the relentless pace of technology change, government organizations are becoming more focused on innovation as a core part of their strategy: leaders must balance optimizing current operations with innovating for future services. As part of an overall management strategy, EY works with government organizations to create the right tools, processes and, most importantly, culture to drive breakthrough innovation. By linking strategic planning with future-back innovation techniques, our clients can secure their future relevance in a disruptive environment (Figure 4). Specific areas of focus include:

- ▶ Business model innovation
- ▶ Experience innovation (both customer and employee)
- ▶ Ecosystem innovation
- ▶ Digital innovation
- ▶ Process innovation
- ▶ Supply chain innovation
- ▶ Managerial innovation

In Forrester's last report on the landscape of Innovation Consulting service providers, *The Forrester Wave: Innovation Consulting Services Providers, Q4 2018*, EY was rated #1 on both dimensions of strategy and current offering (Figure 5). In this report, Forrester commented "EY's approach focuses on an end-to-end model from ideation to scale. One key element that differentiates EY's innovation consulting offering is how it blends business, design, and advanced technology skills into collaborative teams...What stands out in terms of EY's innovation consulting capabilities is this blend of diverse mindsets that is at the core of how breakthroughs are generated and accelerated through to scale."



**Figure 5: Forrester Wave: Innovation Consulting Services Providers, Q4 2018**

## 2. Project management

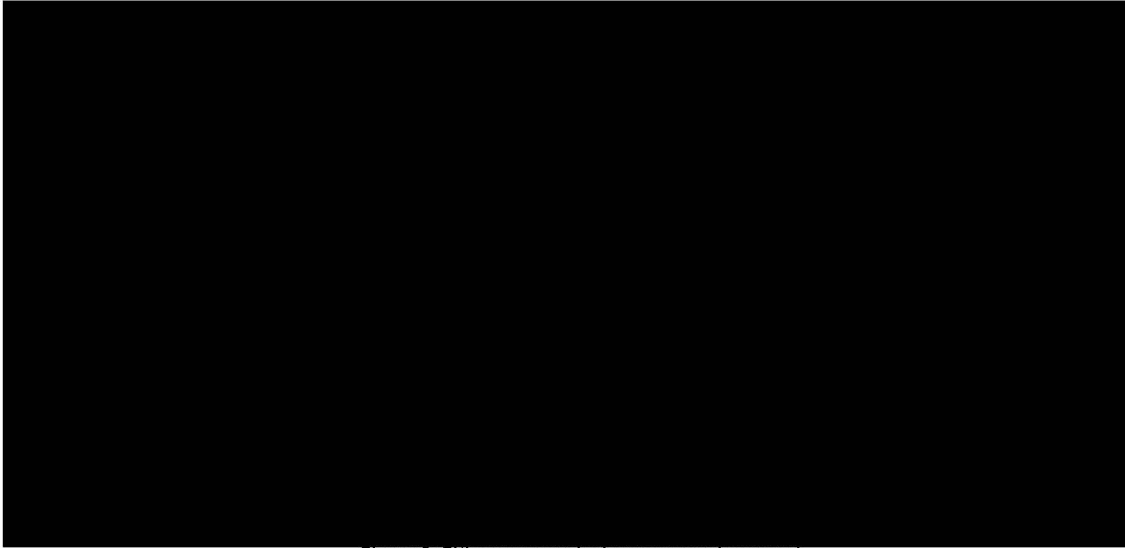


Relevant experience - See projects 1, 2, 3, 4, 19, 20, 23, 26, 27, and 30 in Table 1.

EY's Project Management (PM) approach centers on effective execution and risk management, with disciplined protocols for stakeholder communication, status updates, scope maintenance, escalation management, and knowledge sharing - all while maintaining an iterative and highly efficient approach to service delivery.

Our PM processes are used to initiate, plan, execute, monitor and control the execution of our services and close the project upon completion. Our toolkit leverages the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) global standards and complies with the Division of State Technology's project management and oversight standard codified in Florida Administrative Rule 60GG-1: Florida Information Technology Project Management and Oversight.

For virtually every major initiative at the state level, multiple projects are created from an overarching program. Figure 6 below summarizes EY's proven approach to keeping these types of complex initiatives on track. Based on our experience with large-scale transformation initiatives - including complex IT implementations and strategic change programs - we use this framework to provide a holistic view of project and program drivers, challenges, outcomes and benefits.

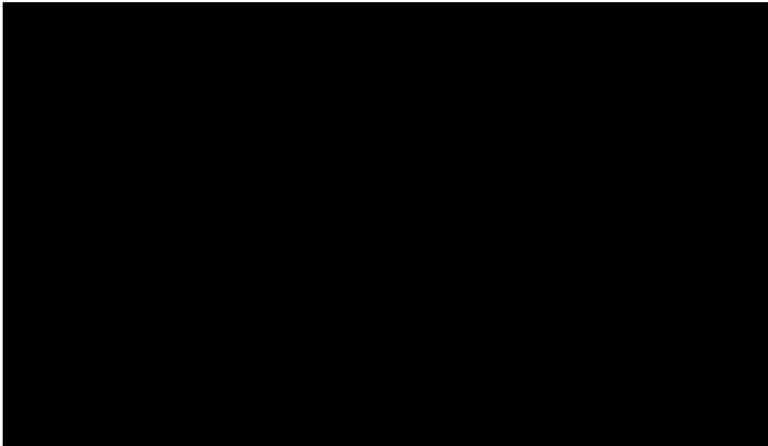


*Figure 6: EY's proven project management approach*



Beyond the core disciplines of project and program management, we frequently work with clients to drive overall project portfolio management (PPM) - that is, oversight of multiple projects that impact one another from a budgetary, resource, dependency or other perspective.

*Figure 7: Sample PM work breakdown structure*



EY has a dedicated team of PPM professionals who leverage industry-leading tools such as Microsoft PPM, which is built on the Microsoft SharePoint/Project Server foundation and provides exceptional capabilities across project data capture, project traceability and accountability, collaboration, reporting, and leadership decision-making based upon portfolio optimization techniques. Building on our standards, proven methods, our EY PPM consultants have worked across a wide range

*Figure 8: EY's end-to-end capability-based PPM solution*

of government and commercial organizations where our approach was tailored to the specific needs of the client, including alignment to Department-specific Capital Planning and Investment Control (CPIC) approaches and project management methodologies such as the Lifecycle Management Methodology (LMM).

### 3. Program research, planning, and evaluations



Relevant experience - See projects 5, 6, 8, 11, 15, 16, 17, 18 and 30. 18 in Table 1.

Through EY, the State of Florida has access to a wide range of professionals to support research, planning and evaluations across virtually any scale of program - including technology, finance, supply chain, construction, real estate, grants management, and organizational design. EY can provide the State with:

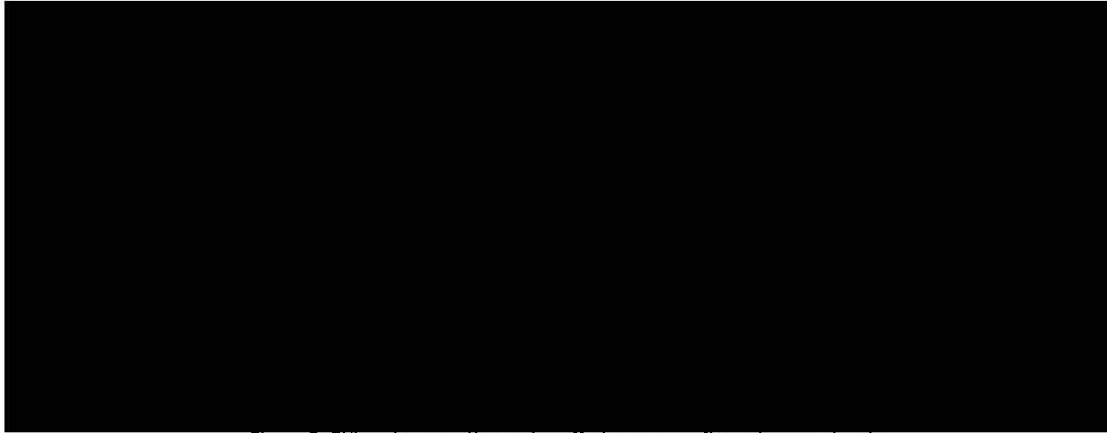
- ▶ **Research:** benchmarking, including primary research and existing databases with standard process models and multi-dimensional reporting; EY and 3<sup>rd</sup>-party research databases; and EY advisors with access to our collective experience across thousands of projects
- ▶ **Planning:** industry-leading project/program management tools, enablers and professionals; driver-based planning methods and tools to establish a clear link from strategy to execution; and lessons learned captured from other programs available through EY project accelerators
- ▶ **Evaluations:** structured evaluation methodologies; holistic assessments of people, process and technology domains; and access to audit, forensics, fraud and other specialized domains in finance, technology and project/program management, where necessary

Space precludes providing an exhaustive list of EY's capabilities within this Service Category. However, we have summarized key areas that may be of specific relevance to the State of Florida given the current operating environment.

#### Cybersecurity

EY cybersecurity service offerings consist of five sub-competencies, each of which includes consulting and cyber-as-a-service offerings (Figure 9).





**Figure 9: EY's cybersecurity service offerings across five sub-competencies**

Florida law (F.S. 282.31) requires agencies to conduct, and update every three years, a comprehensive cyber maturity assessment or risk assessment.



EY has successfully used [redacted] to assess and benchmark the cyber posture for hundreds of private and public-sector clients over the past few years.

### Modeling and Analytics

EY's Data & Analytics practice applies modeling and analytics to drive actionable insights and advice into strategic and operational issues and decisions. Our modeling professionals provide robust quantitative analysis and evidence-based analytics to inform our clients' strategic and operational decision making. We employ proprietary tools and techniques to deliver predictive and descriptive analytics, including the use of financial modeling solutions to help clients understand the costs, benefits, uncertainties and risks of potential options and actions, and to enable more confident, strategic decisions and judgements around transformation, investments and capital allocation.

Rapid analysis of large databases can be key to the timely completion of important projects. Our professionals have extensive experience helping organizations analyze large amounts of data. When required, we employ interdisciplinary teams of data scientists, statisticians and economists who have academic as well as practical knowledge of economic modeling and data analytics techniques. We use a wide range of statistical techniques and tools to convert large data into meaningful insights for our clients. Some of the key statistical approaches that we routinely use are cluster analyses, multivariate factor analyses, ANOVA tests, econometric/regression models, as well as forecasting techniques using near-real-time data.

#### Our quantitative services include:

- ▶ Economic and fiscal impact analyses
- ▶ Tax policy development and analyses
- ▶ Revenue and expenditure projections and analyses
- ▶ Program evaluations
- ▶ Cost-benefit analyses
- ▶ Economic and market forecasts
- ▶ Predictive analytics
- ▶ Econometric analyses
- ▶ Location cost analyses
- ▶ Revenue estimates of tax proposals
- ▶ Public finance management
- ▶ Economic and revenue impacts of special or targeted tax provisions
- ▶ Macroeconomic modeling and impact analyses
- ▶ Tax and cost benchmarking

## Economics and Statistics

Our [REDACTED] use the fundamental principles of economics to address our clients' needs in the areas of policy, regulation, economic impact and decision making - doing so through the combination of deep government sector knowledge and strong technical skills in economics, econometrics and evidence-based quantitative analysis. [REDACTED] providing comprehensive qualitative and quantitative research services - including program evaluation, policy analysis, statistical sampling, survey design and analysis, economic impact analysis, forecasting analysis, workforce analysis, data analytics, policy and regulatory evaluation - to public and private sector clients. Our multi-disciplinary capabilities allow us to analyze a range of complex issues in ways that inform technical and nontechnical audiences and enable data-driven recommendations. Our economists combine the latest economic research, data and quantitative methods to analyze the impacts of policy, programs, regulatory and economic changes at the global, national, state and local levels. We provide objective policy analyses that businesses, governments and institutions need to answer the tough questions related to decision-making.

### 4. Provision of studies, analyses, scenarios, and reports relating to a customer's mission-oriented business programs or initiatives

EY is not proposing to serve the State of Florida in this service category.

### 5. Executive/management coaching services



Relevant experience - See projects 9 and 14 in Table 1.

EY delivers coaching programs to the leaders we serve. The programs we create incorporate a broad set of principles for performance expectations tailored for the specific needs of government managers and executives. [REDACTED]

[REDACTED]

## 6. Customized training as needed to achieve a management consulting objective



Relevant experience - See projects 3, 9, 14, 23, 27 and 30 in Table 1.

[REDACTED] This approach results in higher employee satisfaction with the training delivered, greater adoption of new tools and skills after training is complete and, in turn, a much better return on investment in staff development. EY approaches training with the following key tenets in mind:

- ▶ **Listening and Engagement:** We engage sponsors, project team members and other key stakeholders early and often to gain perspectives on “what will successful training look like” - as well as to build support and enthusiasm for the training to be delivered.
- ▶ **Delivery and Interaction:** It is important to build training content with the end-user experience in mind (“how do I feel about what I am learning?”; “how will my work change?”; “what do I need to do differently?”) while maintaining flexibility to accommodate changes in approach or direction that may require amendments to training content before it is delivered.
- ▶ **Content Retention:** A relentless focus on managing, updating, incorporating and retaining the right knowledge, skills and procedures is needed to build training that enables employees to succeed in their work after training is delivered - while still being flexible to incorporate new knowledge where necessary (e.g., if training requires updates or remediation to confirm all participants are confident in their new skills).

[REDACTED]

### EY's innovative digital training capabilities include:

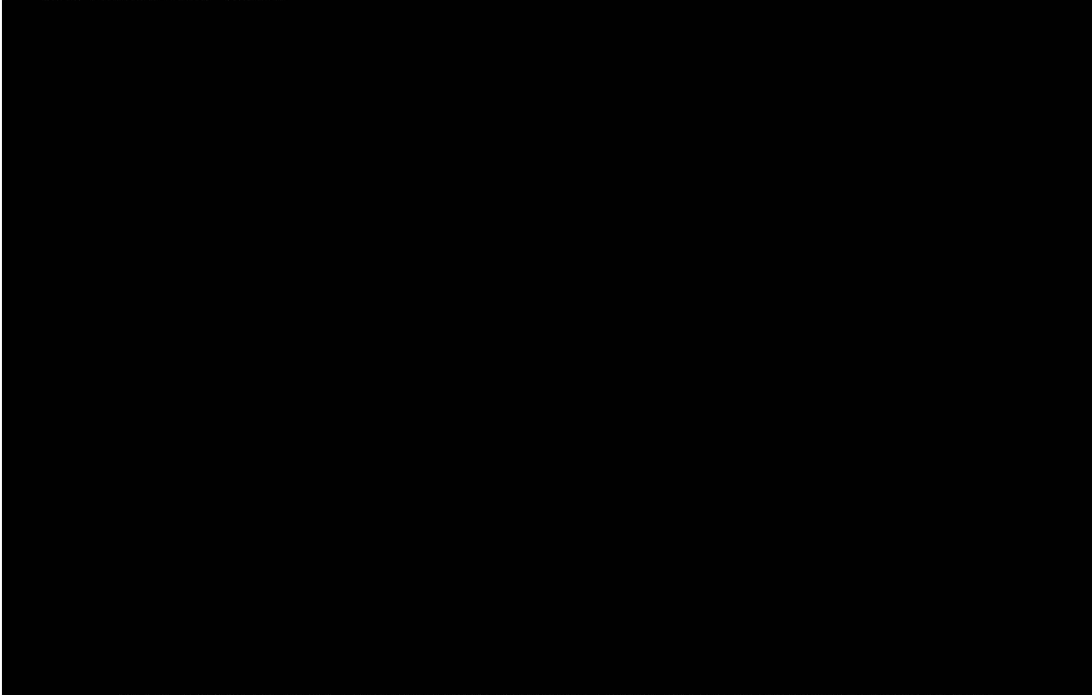
**Micro Learning or Agile Demos** – delivered to users in small, specific bursts with tools such as SnagIt Videos

**Community Forums** – organic, self-powered communities where users can answer questions and help solve problems, leveraging tools such as Bonfyre, which can be accessed on smartphones, tablets and PCs

**Gamification** – a powerful tool to build and deliver successful, high-impact trainings and assess results that focuses on interactivity and active learning (e.g., word puzzles, quizzes or other creative formats)

**Quick Digital Guides** – additional tools for building and delivering trainings that focuses on active learning (e.g., interactive PDF self-paced trainings and quick reference guides)

The most effective learning programs are those that consider the end-to-end stakeholder experience, as shown in Figure 10.



*Figure 10: EY's process for developing training programs across the end-to-end stakeholder experience*

## 7. Assistance with policy and regulation development



Relevant experience - See projects 10 and 12 in Table 1.

Fast-moving policy developments in today's dynamic political and regulatory environment create potential opportunities and risks. EY engages in the policy process as part of our efforts to promote transparency, serve the public interest, foster trust in markets and help build a better working world. We provide insights and perspectives on a range of issues relevant to the public interest, including consumer privacy, healthcare, financial controls, tax policy, technology strategy, workforce, and many others. Additionally, we employ former policymakers, senior government executives, and those who have served as department heads within government agencies who closely monitor government trends through a variety of networks to make certain we deliver current, relevant advice to our clients.

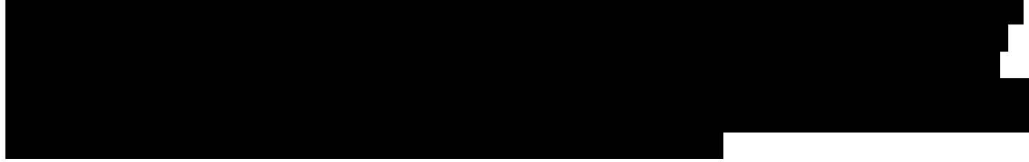
EY also has deep experience across the range of program evaluation and economic impact measurement that is key to the development of policies and regulations. We analyze the potential impacts of existing and new policies and programs to help inform decision-making:

- ▶ With program evaluation, we help answer questions such as: what is the significance or the merit of the program? How is it impacting, or will it impact potential outcomes? How can you improve the standards that can lead to quality improvements? What are the areas that are thriving vs. struggling?
- ▶ With policy analysis, we help answer questions such as: How will the new policy affect my agency? What impact will it have on my strategy, operations, compliance and reporting obligations? What changes do I need to implement now in order to be compliant with the new policy? Can I proceed with my current



strategy given the existing policy and regulatory environment? Is the strategy aligned with policy or in potential violation of the policy?

Our specialized QUEST consultants conduct economic impact studies that typically include estimates of the



We also have extensive experience working with publicly available data sources to supplement any client data, as well as experience with spatial databases and analyses at the census tract and block group level using software such as ArcGIS and R. Our background in these kinds of analyses can be applied to various policy, programmatic and regulatory issues. Our teams use quantitative software programs – including STATA, SAS, R, SPSS and Python – to extract, transform and structure data from various sources and to prepare valid data structures that are necessary for economic modeling.

Surveys are also a key component of policy and regulatory design efforts, and

We conduct hundreds of surveys every year on a wide range of topics for diverse organizations throughout the world. Our team has led all aspects of survey projects, from the planning and design phase, through the deployment of surveys and analysis of responses. When necessary we incorporate sophisticated statistical sampling methodologies (e.g., random sampling, stratified sampling, stratified random sampling, systematic sampling, multiphase sampling, multistage sampling, cluster sampling and convenience sampling) to facilitate the collection of survey data in a valid and reliable manner as well as policy evaluation.

## 8. Assistance with process and productivity improvement



Relevant experience - See projects 1, 3, 4, 6, 19, 20, 21, 23, 24, 25, 26, 27 and 28 in Table 1.

EY has deep experience in process and productivity improvement efforts across thousands of projects. We bring a deep bench of personnel with relevant experience in process improvement techniques, including:

- ▶ **Methods** - including Lean, Six Sigma, Kaizen and Business Process Reengineering
- ▶ **Tools** - including process benchmarking that allows relevant and high-impact comparisons across organizations to identify potential performance gaps, and a repository of standard process models with related information including risks and controls, key performance indicators (KPIs) and maturity models
- ▶ **Supporting technologies** - including RPA and digital workflow platforms (such as Pega and ServiceNow)

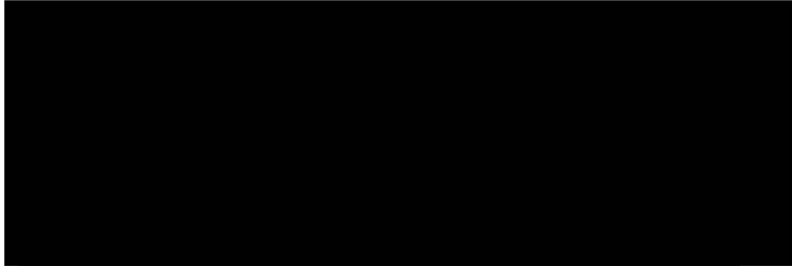
Based on our many years supporting both government and commercial organizations, EY brings a disciplined approach to support process improvement programs to drive successful results and return on investment (ROI). Key components of our approach include:

- ▶ **Rapid Improvement Event (RIE):** A successful process improvement program that balances both speed and benefits; some projects need to be completed rapidly in order to support cost savings within a fiscal year, achieve milestones for a broader corrective action plan, and/or build organizational momentum behind change. The use of RIEs is a leading practice for organizations seeking to create speed in the organization, drive results and generate faster benefits.
- ▶ **Focus on sustainability:** EY focuses on delivering real change with ongoing communication, training and knowledge transfer to promote a successful, sustainable process improvement program. We help clients to develop self-funding improvement models to achieve continuous, ongoing process improvement over time.
- ▶ **Structured improvement methodology:** We leverage an overarching Identify, Diagnose, Design, Deliver and Sustain (IDDDS) process improvement methodology based upon the American Society for Quality (ASQ) Body of Knowledge (BOK).



- ▶ **Measurable results:** We establish clear, quantitative baselines in both outcome and process metrics during project identification. Regular reporting within and across initiatives helps focus management energy on the areas that will deliver the greatest benefit, as well as communicate success across the organization.

Intelligent automation (IA) continues to accelerate in the market as an approach to drive process automation and efficiencies. EY is viewed by independent analysts and rating agencies as an IA leader. We have delivered IA services on over 1,000 client engagements for some of the world's largest and most complex commercial and government organizations.



*Figure 11: EY's integrated approach to IA across a spectrum of connected technologies*

- ▶ **Lead by example:** EY is one of the largest global RPA users with 1,000+ RPA bots working on our own internal processes and 2,000,000+ annual hours saved through automation, making us one of the largest users of RPA globally. We also have virtual agents as well as machine learning (ML) and natural language processing (NLP) applications in production.
- ▶ **Transformation vs. automation:** Our focus is on IA-led transformation rather than just automation. Our approach is to train subject matter resources in every major function to bring clients a holistic solution.
- ▶ **Global delivery network:** More than 3,000+ dedicated IA professionals around the world to serve local and global clients.
- ▶ **IP and functional assets:** We maintain a library of real-time functional assets integrating RPA and other technologies (bot library) that can be leveraged to accelerate solution delivery.
- ▶ **Vendor agnostic:** We maintain relationships with top IA vendors including product direction and training as well as strategy, collaboration and joint solution development.
- ▶ **Proven methodology and enablers:** Our professionals leverage a common methodology and templates to aid team development and accelerate engagements.

Our IA experience spans remote desktop automation to artificial intelligence and covers a multitude of functional areas. We are a preferred provider for the major RPA software companies - including being the first and only professional services firm to achieve Platinum certification from Blue Prism, a leading RPA software vendor. Our experience includes navigating IA software options in the market and implementing projects across all major vendor platforms. As a result, we have an extensive set of use cases and project tools that accelerate project delivery.

## 9. Expert witness services in support of litigation, claims, or other formal cases relating to management consulting

EY is not proposing to serve the State of Florida in this service category.

## 10. Advisory and assistance services relating to a customer's mission-oriented business programs or initiatives



Relevant experience - See projects 2, 3, 4, 6, 7, 12, 13, 15, 17, 18, 19, 20, 22, 23, 24, 26, 27 and 30 in Table 1.

There is a broad array of advisory and assistance services required for mission-oriented programs and initiatives, including strategy, technology, process, risk and people consulting. As one of the largest professional services organizations, EY brings the depth and breadth of capabilities, talent and experience

across thousands of programs for government and Fortune 500 clients to assist the State of Florida with its current and future mission challenges.

Our capabilities in specific areas to support mission-oriented business programs or initiatives – such as strategy, project management, process improvement, technology integration, and others – are detailed in other sections of this proposal. Please reference the projects listed above that are detailed in Table 1 providing representative examples of our experience in this area across a range of agencies, missions, and requirements.

## 11. Systems alignment and consolidation



Relevant experience - See projects 2, 6, 9, 14, 19, 20, 23, 24, 29 and 30 in Table 1.

The sphere of digital technologies impacting state and local governments today – including mobile, analytics, machine learning and cloud – is rapidly expanding to create new employee and citizen experiences, fundamentally changing how organizations work and interact. Realizing the full impact of the digital world across the government workforce is critical to drive sustainable performance. EY's Technology Consulting practice provides a full range of services to assist the State with technology transformation (Figure 12). Space limitations preclude an exhaustive discussion of our technology capabilities, but highlights include:

- ▶ **Technology Solution Delivery** – We provide a full range of systems implementation and integration capabilities supporting packaged software deployment (cloud and on-premise). With our firm's heritage in financial processes, we are a global leader in enterprise resource planning (ERP) services throughout the full lifecycle of tasks needed to sustain these complex programs. EY has global integrated practice domains that develop and integrate the latest ERP-in-cloud capabilities.
- ▶ **Technology Transformation** – We work with our government clients to design their overarching technology and process architecture in support of their strategic objectives, to drive flexibility, reliability and cost-effectiveness over the long-term. EY has the architectural experience spanning business model, process model, applications and infrastructure that is needed to evaluate complex IT landscapes and develop road maps to new digital and cloud architectures. Our work with FDOT is an example of this.
- ▶ **Data and analytics** – Our experience includes massive data analytics programs with complex security requirements for clients such as the [REDACTED]. We help government clients progress their analytics capabilities across the data fabric (collecting and accessing the right data), data tools (turning data into information), and data culture (collaborating and using the right information). We have extensive capabilities in every aspect of large-scale analytics, including cloud/hybrid architectures; data ingestion; data management and curation; big-data foundations; data virtualization; application programming interface (API) gateway services; and a wide range of front-end products for navigation, data science and visualization. Our work in Hillsborough County is an example of this.
- ▶ **Digital and Emerging Technology** – EY provides design, engineering, integration and architectural capabilities to activate the latest digital agenda and emerging technology adoption, including cloud migration, mobile apps, artificial intelligence, and blockchain. Our work with the SBA is an example of this.



**Figure 12: EY's broad range of technology consulting services**

- ▶ **Cybersecurity** – EY’s capabilities include next-generation cybersecurity operations and response, identity and access management, and cyber breach response services. Our work with FLVS, HSMV, FSU, FDLE and DFS are examples of this.

Given the rapid pace of technology innovation, and the complexity associated with legacy systems and architectures, many clients are increasingly looking to “low-code” options to improve business processes and create a better end-user experience. The term low-code is used to describe technology development platforms that are easy-to-use and configure, enabling application development across a broader range of personnel and leveraging leading practices with reusable components. Effective use of low-code tools and techniques can radically compress the effort and time required to deliver process improvement versus traditional software development and configuration methods. EY has deep experience across a range of low-code platforms, including industry leaders such as Pega, ServiceNow, and Microsoft PowerApps and Dynamics.

EY also provides robust communications and change management capabilities to support systems alignment and consolidation efforts. In our experience across a wide range of technology deployments, the reason most technology projects fail to meet their objectives is not due to technical limitations of the system; rather, it is due to breakdowns in effective communication (e.g., requirements gathering, key timelines, program rationale) or change management (e.g., training, work migration, unexpected use cases). EY’s dedicated People Advisory Services practice provides proven methods to assist clients with complex technology transformation efforts.

## 12. Comprehensive grants management services related to the Stafford Disaster Relief and Emergency Assistance Act and other related State and Federal grant programs



Relevant experience - See projects 4, 7 and 20 in Table 1.

EY has substantial experience assisting Florida state, local and not-for-profit organizations with grant management efforts. We have been working with Florida entities and the State of Florida for the past four years on Grants Management, including the requirements imposed by FEMA, HUD and the state agencies overseeing these programs, as well as federal laws and regulations governing the receipt and disbursement of funds including COVID-19 and the related CARES ACT. Because of the complex financial and operational requirements associated with disaster recovery grants, it is important to have a combination of audit, project management, and process controls expertise to drive the right levels of efficiency and effectiveness. EY seamlessly integrates professionals from across our practice areas to provide clients with the right mix of experience, knowledge and personnel to provide comprehensive grant management services as highlighted with the following:

- ▶ We have assisted clients with recovering more than \$18 billion of funding from FEMA, HUD and insurance as a result of damage from some of the largest recent disasters, including over \$800 million in funding for Florida based entities for Hurricane Matthew, Hurricane Irma, Hurricane Michael and Hurricane Dorian.
- ▶ We have extensive experience working with the Stafford Act, 44 Code of Federal Regulations (CFR), federal acquisition regulations, FEMA guidelines, Office of Management and Budget (OMB) Circulars (2 CFR), as well as practical experience in Public Assistance (PA), Hazard Mitigation Grant Program (HMGP), Community Development Block Grant-Disaster Recovery, and other disaster programs administered by FEMA, HUD and other agencies.
- ▶ Our team includes professionals with current and previous experience assisting hundreds of grant subrecipients, including:
  - ▶ A former FEMA Administrator and Florida Emergency Management Director
  - ▶ The first Senate-confirmed Inspector General for DHS
  - ▶ A former Assistant Inspector General of DHS for Emergency Management and Oversight, as well as the former Chief Financial Officer for FEMA
  - ▶ A former FEMA Regional Recovery Director



Our approach to grants management is designed to obtain funding in the most cost-efficient manner while mitigating the risk of de-obligation. Our process can be tailored to meet the specific needs associated with each grant program being addressed. No other management consulting or accounting firm can match EY's depth of specific experience and breadth of grants management resources (Figure 13).

<ul style="list-style-type: none"> <li>▶ Stafford Act</li> <li>▶ 44 CFR</li> <li>▶ OMB Circulars A-21, A-87, A-102, A-110, A-122, A-133 (all now incorporated in 2 CFR part 200)</li> <li>▶ Sandy Recovery Improvement Act of 2013 including Alternative Procedures for debris removal and permanent work</li> <li>▶ Grants Management, Financial Management, Internal Controls</li> <li>▶ Disaster programs administered by FEMA, HUD and FHWA</li> <li>▶ Federal &amp; State Cash Management</li> <li>▶ Insurance Claims Recovery</li> <li>▶ FEMA's new PA delivery model, including Grants Manager and Grants Portal tools</li> </ul>	<ul style="list-style-type: none"> <li>▶ CARES ACT</li> <li>▶ FEMA &amp; HUD policies, practices and guidelines</li> <li>▶ Florida Disaster Recovery regulations and guidelines</li> <li>▶ FEMA's PA Alternate Procedures for Direct Administrative Costs</li> <li>▶ HUD's Community Development Block Grant - Disaster Recovery program</li> <li>▶ Federal Acquisition Regulations</li> <li>▶ E-grants management systems (MB-3, EMMIE, DRGR)</li> <li>▶ Cost Estimating Format and RS Means</li> <li>▶ Single Audits in accordance with OMB Circular A-133</li> <li>▶ Community Disaster Loans</li> <li>▶ FEMA Grants Portal</li> <li>▶ Disaster Recovery Reform Act (DRRA)</li> </ul>
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**Figure 13: EY's grants management knowledge and experience**

## Our commitment to innovation and excellence

### Analyst and third-party recognition

As one of the world's largest professional services organizations, EY is committed to innovation and excellence across every dimension of our business. Our purpose is to build a better working world for our clients, our people, and our communities. We are proud of the recognition that we have received from independent third parties (Figure 14) that confirm this commitment and help us hire and retain the very best talent in the market - talent that we can provide to the State of Florida in support of your biggest challenges.

	<p><b>No. 1 Professional Services Employer for the fourth consecutive year in a row</b>                  – Universum's World's Most Attractive Employers annual survey (2019)</p>		<p><b>World's Best Workplaces</b>                  – Great Place to Work® Institute (2019), Highest of all management consulting firms and "Big 4" firms</p>
	<p><b>"Magic Quadrant" for Data and Analytics Service Providers</b>                  – Gartner (2020)</p>		<p><b>Market Leader in Americas Business Consulting Services</b>                  – IDC (2019)</p>
	<p><b>Leader for Global Digital Business Transformation Accelerators</b>                  – Forrester (2019)</p>		<p><b>Market leader for Business Strategy &amp; Planning Consulting</b>                  – ALM Intelligence (2019)</p>
	<p><b>Best Companies to Work For</b>                  – Fortune (2020), 2<sup>nd</sup> highest of all professional services firms, and highest of all management consulting firms and "Big 4" firms</p>		<p><b>Best Workplaces in Consulting &amp; Professional Services</b>                  – Great Place to Work® Institute (2020), 2<sup>nd</sup> highest of all firms, and highest of all management consulting firms and "Big 4" firms</p>

**Figure 14: Select recent recognition EY has received from independent third parties**

## Innovation

Management consulting services ecosystems are always evolving, based upon client needs and the rapid pace of innovation driving new strategies, technologies, processes and organizational requirements. EY is committed to consulting innovation so we can be a trusted advisor to the State of Florida for years to come. EY regularly publishes thought leadership on emerging innovations and megatrends that will present future challenges and opportunities for governments, such as blockchain, artificial intelligence, digital government, cloud transformation, the internet of things, robotics and automation, and many more (Figure 15). EY brings an understanding of these emerging technologies and their practical application, providing access to advisors with the latest thinking on how these technologies are reshaping the governmental environment. Combined with our alliance partnerships and on-going research, these insights accelerate strategy development and implementation.



**Figure 15:** Select EY thought leadership on emerging innovations and megatrends

## Alliance relationships

In addition to our organic delivery capabilities, EY also works across the full ecosystem of technology enablers with key alliance relationships to provide our government clients with the latest thinking on key platforms and new innovations. A sample of these alliance relationships are highlighted below (Figure 16). Our alliances help us respond to the State's most complex business challenges by:

- ▶ Co-innovating and co-developing services that can offer substantive value and differentiation
- ▶ Gaining early and preferential access to product releases and specialized skills to help the State quickly innovate and resolve challenging issues
- ▶ Extending our reach and scale to offer comprehensive and innovative solutions around emerging trends
- ▶ Influencing product direction to create opportunities to improve business outcomes in future objectives



**Figure 16:** Representative sample of EY's alliance relationships

## Diversity and inclusiveness

Diversity and inclusiveness (D&I) are about creating an environment where all people are and feel valued, and where differences are embraced and leveraged to achieve better business results. Real, sustainable D&I progress requires more than talk: it requires a culture that drives continuous improvement and measurable outcomes. EY is proud to be consistently recognized by our own employees and by reputable third-parties as one of the top places to work for people of all backgrounds and identities (Figure 17).





Best Workplaces for Diversity  
– Great Place to Work® Institute (2019)



Top 50 Hall of Fame  
– DiversityInc (2018-2020)

**Figure 17: EY's recent D&I recognition**

At EY, our differences help us achieve better business results, creating an environment where all people are valued. D&I principles are embedded in all our business processes – recruiting and onboarding, experiences and assignments, career management, recognition and performance management – and we bring these values to our clients. Our focus on D&I is integral to how we serve our clients, develop our people, and play a leadership role in our communities.

## EY wavespace



As the pace of change and digital disruption increases, government agencies need new ways of designing programs that are current, relevant and achievable. Traditional design methods can take too long, reside within organizational silos that prevent collaboration, and deliver results that do not live up to customer expectations. Through the EY wavespace approach, organizations find that their teams can accomplish in a few weeks what would traditionally take several months, developing unified strategic programs that include

functions such as work plans, project budget analysis, team structures and a digital transformation road map.

The EY wavespace approach applies a proven mix of method, technology, and a purposely designed physical environment to inspire a creative approach to problem-solving – helping clients find answers to their biggest questions. At the heart of wavespace is EY's global network and our wavespace environments, thoughtfully architected to activate opportunities and break down challenges with a total focus on goals and outcomes. By curating talent and designing activities to generate alignment and imagination, wavespace helps to align, activate and move seamlessly into delivery, with less resistance.

We can host wavespaces at any of the designated hubs in our global network – including our Miami wavespace opened in April 2019 – or as a pop-up at a client location. We can even embed wavespace within a client's own organization as an internal innovation and transformation capability. When needed, wavespace sessions can be performed 100% virtually using a digital collaboration platform. For example, due to the current COVID-19 travel restrictions and stay-at-home orders in place, we recently held several virtual wavespace sessions and workshops for FDOT to accelerate leadership alignment and brainstorm various ways FDOT can support a culture of innovation throughout the State of Florida, leveraging collaboration tools including Microsoft Teams and Mural which are designed to accelerate real-time information sharing and takeaway documentation.

## EY's Service Delivery Centers

The use of centralized delivery centers has transitioned from a new way of working to a standard delivery model for both projects and ongoing operations. Delivery centers provide concentrated experience in key process and technology domains, including access to top talent and capabilities in areas such as cybersecurity, application configuration and testing, and process automation. EY maintains a network of service delivery centers across the US, including our Jacksonville location with over 350 employees who help clients manage risk, drive cost savings and streamline business processes. The EY Jacksonville service delivery center is part of our broader investment in State of Florida communities, drawing from Florida universities and local market talent to provide the highly qualified resources to our clients.

## Our team to serve Florida

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The State of Florida is a longstanding key client for EY, and we have a dedicated team of practitioners focused exclusively on serving you. Our Tallahassee office serves as the hub for our State of Florida team, in addition to our management consulting professionals located in our Boca Raton, Jacksonville, Miami, Orlando and Tampa offices. Based on project needs, we also draw across our US practice with locations in virtually every major city across the country to provide the top talent to support the State. Per your RFP instructions, we have uploaded resumes as a separate attachment. These resumes represent a subset of our planned team to serve the State of Florida, including our Tallahassee office leadership who are dedicated to your needs.

EY | Assurance | Tax | Transactions | Advisory

### **About EY**

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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[ey.com](https://www.ey.com)

**Contract Attachment D**

**Authorized Services List**

**Category 1: Management Consulting Services**

Ernst & Young U.S. LLP has been awarded and therefore is Authorized to provide the Services listed below through State Term Contract No. 80101500-20-1 for Management Consulting Services, Section IV. e) Services:

- Consulting on management strategy.
- Project management.
- Program research, planning, and evaluations.
- Executive/management coaching services.
- Customized training as needed to achieve a management consulting objective.
- Assistance with policy and regulation development.
- Assistance with process and productivity improvement.
- Advisory and assistance services relating to a Customer's mission-oriented business programs or initiatives.
- Systems alignment and consolidation.
- Comprehensive grants management services related to the Stafford Disaster Relief and Emergency Assistance Act and other related State and Federal grant programs.



## Contractor Information Form

*Contractors with an active state contract or agreement procured by the Division of State Purchasing should use this form to provide contact information for customers, which will be posted on the Department of Management Services (DMS) website. The form must be submitted to the assigned contract manager at the time of contract execution and whenever changes are requested by the contractor throughout the life of the contract.*

**\*\*\* PLEASE RETURN THIS FORM TO DMS IN EXCEL FORMAT ONLY \*\*\***

<b>Contract Name:</b>	Management Consulting Services		
<b>Contract Number:</b>	80101500-20-1		
<b>Contractor Name:</b>	Ernst & Young U.S. LLP		
<b>FEIN:</b>	34-6565596	<b>*** MUST MATCH ACTIVE SUNBIZ.ORG REGISTRATION ***</b>	
<b>Website:</b>	www.ey.com		

### Customer Contact

*Contact for sales information, ordering, and billing questions.*

<b>Name:</b>	Lauren Engel		
<b>Email:</b>	lauren.Engel@ey.com		
<b>Phone:</b>	727-667-3993	ext.	
<b>Address:</b>	210 E. College Ave		
<b>City:</b>	Tallahassee		
<b>State:</b>	FL		
<b>ZIP:</b>	32301	+4:	

### Contract Administrator

*Contact for escalated customer needs.*

<b>Name:</b>	Samuel Hughes		
<b>Email:</b>	Samuel.Hughes@ey.com		
<b>Phone:</b>	818-455-5108	ext.	
<b>Address:</b>	210 E. College Ave.		
<b>City:</b>	Tallahassee		
<b>State:</b>	FL		
<b>ZIP:</b>	32301	+4:	

*If there is additional information that you would like to make available to customers on the DMS website, please enter it in the field below. The assigned contract manager will review your request and notify you whether or not the information is approved for posting.*

## Contract Attachment F No Offshoring

The undersigned Respondent hereby attests that it will not perform any of the Contract services from outside of the United States, including not utilizing offshore subcontractors in the performance of a Contract award, and will remain in compliance with the subcontractor clause in the Contract.

**Respondent Name: ERNST & YOUNG U.S. LLP**

**Respondent Federal Employer Identification Number (FEIN #):** 346565596

**Authorized Signature:**



**Print Name:** Ken Thomas

**Title:** Florida Government & Public Sector Leader

**Date:** April 3, 2020



**Contract Attachment G  
Subcontracting**

Complete the information below on all subcontractors that will provide services to the Respondent to meet the requirements of the resultant contract, should the Respondent be awarded. Submission of this form does not indicate the Department's approval but provides the Department with information on proposed subcontractors for review.

*Please complete a separate sheet for each subcontractor.*

There will be subcontractors for this solicitation YES \_\_\_\_ NO \_\_\_\_ (place a checkbox where applicable). If not, Respondents are not required to complete the remainder of this form.

Service: \_\_\_\_\_

Company Name: \_\_\_\_\_

Contact: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Fax: \_\_\_\_\_

Current Office of Supplier Diversity certification of woman-, veteran, or minority-owned small business enterprise Yes \_\_\_\_\_ No \_\_\_\_\_

W-9 verification: Yes \_\_\_\_\_ No \_\_\_\_\_

In a job description format, describe below the responsibilities and duties of the subcontractor based on the technical specifications or statement of work outlined in this solicitation.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**EXHIBIT B**  
**SPECIAL CONDITIONS AND DETAILED SPECIFICATIONS**

**SUPPLEMENTAL CONDITIONS AND CONTRACT PROVISIONS FOR NON-FEDERAL  
ENTITY CONTRACTS UNDER FEDERAL AWARDS**

**1. FEDERAL FUNDING**

- 1.1 When property or services are procured using funds derived from a Federal grant or Agreement whether direct to the County or “pass-through” from another entity, the County is required to and will follow the Federal procurement standards in the “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards”, 2 C.F.R. Sections 200.213 and 200.317 through 200.326.
- 1.2 CONTRACTOR, further referred to as CONSULTANT/CONTRACTOR/VENDOR within this section, shall work with the County under this Agreement to assure that it will comply with the following statutes and regulations to the extent applicable:
- (1) 2 CFR, Part 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards; Appendix II
  - (2) The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended, 42 U.S.C. 5121 et seq., and Related Authorities
  - (3) Sections 1361(A) of the National Flood Insurance Act of 1968, 42 U.S.C. 4104c, as amended by the National Flood Insurance Reform Act of 1994, Public Law 103-325 and the Bunning-Bereuter-Blumenauer Flood Insurance Reform Act of 2004, Public Law 108-264
  - (4) 31 CFR Part 25 Rules and Procedures for Funds Transfers

Contract Cost and Price: For every procurement in excess of the Simplified Acquisition Threshold, including contract modifications, the County shall perform a cost or price analysis in connection with every procurement subject to Federal procurement guidelines, which shall include an independent estimate of cost prior to issuing bids or proposals. For proposals where price is not considered in the award, profit shall be negotiated as a separate element of the price. In determining whether profit is fair and reasonable, the County shall consider the complexity of work, the risk to be borne by the contractor, the contractor’s investment, the amount of subcontracting necessary, the quality of the contractor’s record and past performance, and industry profit rates for the surrounding geographical area. “Cost Plus Percentage” methods for determining profit may not be used.

**2. EQUAL EMPLOYMENT OPPORTUNITY**

2.1. During the performance of this contract, the contractor agrees as follows:

- 2.1.1. The CONSULTANT/CONTRACTOR/VENDOR will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The CONSULTANT/CONTRACTOR/VENDOR will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer, recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The CONSULTANT/CONTRACTOR/VENDOR agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of this nondiscrimination clause.

- 2.1.2. The CONSULTANT/CONTRACTOR/VENDOR will, in all solicitations or advertisements for employees placed by or on behalf of the CONSULTANT/CONTRACTOR/VENDOR, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.
- 2.1.3. The CONSULTANT/CONTRACTOR/VENDOR will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the CONSULTANT/CONTRACTOR/VENDOR's legal duty to furnish information.
- 2.1.4. The CONSULTANT/CONTRACTOR/VENDOR will send to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding, a notice to be provided by the agency contracting officer, advising the labor union or workers' representative of the CONSULTANT/CONTRACTOR/VENDOR's commitments under section 202 of Executive Order 11246 of September 24, 1965, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- 2.1.5. The CONSULTANT/CONTRACTOR/VENDOR will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.
- 2.1.6. The CONSULTANT/CONTRACTOR/VENDOR will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by the rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the contracting agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
- 2.1.7. In the event of the CONSULTANT/CONTRACTOR/VENDOR's non-compliance with the nondiscrimination clauses of this contract or with any of such rules, regulations, or orders, this contract may be canceled, terminated or suspended in whole or in part and the CONSULTANT/CONTRACTOR/VENDOR may be declared ineligible for further Government contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.
- 2.1.8. The CONSULTANT/CONTRACTOR/VENDOR will include the provisions of paragraphs (a) through (h) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each sub-CONSULTANT/CONTRACTOR/VENDOR. The CONSULTANT/CONTRACTOR/VENDOR will take such action with respect to any subcontract or purchase order as may be directed by the Secretary of Labor as a means of

enforcing such provisions including sanctions for noncompliance: Provided, however, that in the event the CONSULTANT/CONTRACTOR/VENDOR becomes involved in, or is threatened with, litigation with a sub-CONSULTANT/CONTRACTOR/VENDOR as a result of such direction, the CONSULTANT/CONTRACTOR/VENDOR may request the United States to enter into such litigation to protect the interests of the United States.

### **3. MAINTENANCE OF RECORDS**

- 3.1. The CONSULTANT/CONTRACTOR/VENDOR will keep and maintain adequate records and supporting documentation applicable to all of the services, work, information, expense, costs, invoices and materials provided and performed pursuant to the requirements of this agreement. Said records and documentation will be retained by the CONSULTANT/CONTRACTOR/VENDOR for a minimum of five (5) years from the date of termination of this agreement, or for such period is required by law.
- 3.2. CONSULTANT/CONTRACTOR/VENDOR shall provide, when requested, access by the County, Federal granting agency, the Comptroller General of the United States, or any of their duly authorized representatives to any books, documents, papers, and records of the CONSULTANT/CONTRACTOR/VENDOR which are directly pertinent to this contract for the purpose of making audit, examination, excerpts, and transcriptions.
- 3.3. CONSULTANT/CONTRACTOR/VENDOR agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.
- 3.4. CONSULTANT/CONTRACTOR/VENDOR agrees to provide the GRANT AGENCY Administrator or his authorized representatives' access to construction or other work sites pertaining to the work being completed under the contract.
- 3.5. CONSULTANT/CONTRACTOR/VENDOR shall retain all records associated with this solicitation and any agreements that are created in response to the solicitation for a period of no less than five (5) years after final payments and all other pending matters are closed.
- 3.6. The County and its authorized agents shall, with reasonable prior notice, have the right to audit, inspect and copy all such records and documentation as often as the County deems necessary during the period of this agreement, and during the period as set forth in the paragraphs above; provided, however, such activities shall be conducted only during normal business hours of the CONSULTANT/CONTRACTOR/VENDOR and at the expense of the County.

### **4. DHS SEAL, LOGO, AND FLAGS**

- 4.1. The CONSULTANT/CONTRACTOR/VENDOR shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS agency officials without specific GRANT AGENCY pre-approval.

### **5. LOCAL VENDOR PREFERENCE EXCLUSION:**

- 5.1. Local Vendor Preference Ordinance has been waived for this service/purchase request and any and all references contained herein are non-applicable to this request and subsequent contract and/or purchase order(s).

### **6. COMPLIANCE WITH FEDERAL LAW, REGULATIONS, and EXECUTIVE ORDERS**



- 6.1. This is an acknowledgment that GRANT AGENCY financial assistance will be used only to fund the services requested. The CONSULTANT/CONTRACTOR/VENDOR will comply with all applicable federal law, regulations, executive orders, GRANT AGENCY policies, procedures, and directives.

## **7. NO OBLIGATION BY THE FEDERAL GOVERNMENT**

- 7.1. The Federal Government is not a party to this solicitation and is not subject to any obligations or liabilities to the non-Federal entity, CONSULTANT/CONTRACTOR/VENDOR, or any other party pertaining to any matter resulting from the Solicitation.

## **8. FRAUD and FALSE OR FRAUDULENT OR RELATED ACTS**

- 8.1. The CONSULTANT/CONTRACTOR/VENDOR acknowledges that 31 U.S.C. Chapter 38 (Administrative Remedies for False Claims and Statements) applies to the CONSULTANT/CONTRACTOR/VENDORS actions pertaining to this solicitation.

## **9. SUBCONTRACTS**

- 9.1. The selected firm must require compliance with all federal requirements of all sub-CONSULTANT/CONTRACTOR/VENDORS performing work for Prime CONSULTANT/CONTRACTOR/VENDOR under this Agreement, by including these federal requirements in all contracts with sub-CONSULTANT/CONTRACTOR/VENDORS.

## **10. CONFLICT OF INTEREST**

- 10.1. No employee, officer, or agent may participate in the selection, award, or administration of a contract supported by a Federal award if he or she has a real or apparent conflict of interest. Such a conflict of interest would arise when the employee, officers, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract. The officers, employees, and agents of the non-Federal entity must neither solicit nor accept gratuities, favors, or anything of monetary value from CONSULTANT/CONTRACTOR/VENDORS or parties to subcontracts.

## **11. EMPLOYMENT ELIGIBILITY VERIFICATION SYSTEM (E-VERIFY)**

- 11.1. Statutes and Executive Orders require employers to abide by the Immigration laws of the United States and to employ only individuals who are eligible to work in the United States. The Employment Eligibility Verification System (E-Verify) operated by the U.S. Department of Homeland Security (DHS) in partnership with the Social Security Administration (SSA) to provides an internet-based means of verifying employment eligibility of workers in the united States; it is not a substitute for any other employment eligibility verification requirements.
- 11.2. Sub-CONSULTANT/CONTRACTOR/VENDOR requirement: Vendors shall require all subcontracted vendors to flow down the requirement to use E-Verify to sub-CONSULTANT/CONTRACTOR/VENDORS.
- 11.3. It shall be the vendor's responsibility to familiarize themselves with all rules and regulations governing this program.

- 11.4. For additional information regarding the Employment Eligibility Verification System (E-Verify) program visit the following website: <http://www.dhs.gov/E-Verify>.

## **12. ENERGY POLICY AND CONSERVATION ACT**

- 12.1. CONSULTANT/CONTRACTOR/VENDOR must follow any mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (42 U.S.C. 6201).

## **13. SMALL AND MINORITY BUSINESS, WOMEN'S BUSINESS ENTERPRISES, AND LABOR SURPLUS AREA FIRMS**

- 13.1. Place qualified small and minority businesses and women's business enterprises on solicitation lists.
- 13.2. Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources.
- 13.3. Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce.
- 13.4. Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises.
- 13.5. Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises.
- 13.6. Requiring the prime CONSULTANT/CONTRACTOR/VENDOR, if subcontracts are to be let, to take the five previous affirmative steps.

## **14. DOMESTIC PREFERENCES FOR PROCUREMENT (2 C.F.R. § 200.322)**

- 14.1. As appropriate and to the greatest extent consistent with law, state and non-state entities should, to the greatest extent practicable under its GRANT AGENCY award, provide a preference for the purchase of goods, products or materials produced in the United States (including but not limited to iron, aluminum, steel, cement and other manufactured products). The requirements of this section must be included in all subawards including all contracts and purchase orders for work or products under this award. 2 C.F.R. § 200.322 also provides specific definitions for "Produced in the United States" and "manufactured products" that states should review.

## **15. PROHIBITION ON CONTRACTING FOR COVERED TELECOMMUNICATIONS OR SERVICES (2 C.F.R. § 200.216)**

- 15.1. 2 C.F.R. § 200.216 prohibits state and non-state entities from obligating or expending loan or grant funds to procure or obtain, extend or renew a contract to procure or obtain, or enter into a contract (or extend or renew a contract) to procure or obtain, equipment, services, or systems that uses covered telecommunications equipment or services as a

substantial or essential component of any system, or as a critical technology as part of any system as identified in Section 889 of the John S. McCain National Defense Authorization Act for Fiscal Year 2019 (FY 2019 NDAA), Pub. L. No. 115-232 (2018) and 2 C.F.R. §§ 200.216, 200.327, 200.471, and Appendix II to 2 C.F.R. Part 200. See Prohibitions on Expending GRANT AGENCY Award Funds for Covered Telecommunications Equipment or Services- Interim Policy for additional information.

## **16. TERMINATION FOR CAUSE AND/OR CONVENIENCE**

- 16.1. The County, by written notice to the CONSULTANT/CONTRACTOR/VENDOR, may terminate this Agreement with or without cause (for convenience), in whole or in part, when the County determines in its sole discretion that it is in the County's best interest to do so. In the event of termination the CONSULTANT/CONTRACTOR/VENDOR will not incur any new obligations for the terminated portion of the Agreement after the CONSULTANT/CONTRACTOR/VENDOR has received notification of termination.
- 16.2. If the Agreement is terminated before performance is completed, the CONSULTANT/CONTRACTOR/VENDOR shall be paid only for that work satisfactorily performed for which costs can be substantiated. Such payment, however, may not exceed an amount that is the same percentage of the Agreement price as the amount of work satisfactorily completed is a percentage of the total work called for by this Agreement. All work in progress shall become the property of the County and shall be turned over promptly by the CONSULTANT/CONTRACTOR/VENDOR.

## **17. SUSPENSION AND DEBARMENT**

- 17.1. This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such the CONSULTANT/CONTRACTOR/VENDOR is required to verify that none of the CONSULTANT/CONTRACTOR/VENDOR, its principals (defined at 2 C.F.R. § 180.995), or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).
- 17.2. The CONSULTANT/CONTRACTOR/VENDOR must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.
- 17.3. This certification is a material representation of fact relied upon by the awarded CONSULTANT/CONTRACTOR/VENDOR. If it is later determined that the CONSULTANT/CONTRACTOR/VENDOR did not comply with 2 C.F.R. pt.180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to Lee County, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.
- 17.4. The CONSULTANT/CONTRACTOR/VENDOR agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.

## **18. RECOVERED MATERIALS**

- 18.1. In the performance of this contract, the CONSULTANT/CONTRACTOR/VENDOR shall make maximum use of products containing recovered material that are EPA-designated items unless the product cannot be acquired:

- Competitively within a timeframe providing for compliance with the contract performance schedule;
- Meeting contract performance requirements; or
- At a reasonable price.

18.2. Information about this requirement is available EPA'S Comprehensive Procurement Guidelines web site, <http://www.epa.gov/cpg/> The list of EPA- designate items is available at <http://www.epa.gov/cpg/products/htm>

## **19. REMEDIES**

19.1. In the event the CONSULTANT/CONTRACTOR/VENDOR fails to satisfactorily perform or has failed to adhere to the terms and conditions under this Agreement, the County may, upon fifteen (15) calendar days written notice to the CONSULTANT/CONTRACTOR/VENDOR and upon the CONSULTANT/CONTRACTOR/VENDOR's failure to cure within those fifteen (15) calendar days, exercise any one or more of the following remedies, either concurrently or consecutively:

19.1.1. Withhold or suspend payment of all or any part of a request for payment.

19.1.2. Require that the CONSULTANT/CONTRACTOR/VENDOR refund to the County any monies used for ineligible purposes under the laws, rules and regulations governing the use of these funds.

19.1.3. Exercise any corrective or remedial actions, to include but not be limited to:

19.1.4. Requesting additional information from the CONSULTANT/CONTRACTOR/VENDOR to determine the reasons for or the extent of non-compliance or lack of performance;

19.1.5. Issuing a written warning to advise that more serious measures may be taken if the situation is not corrected;

19.1.6. Advising the CONSULTANT/CONTRACTOR/VENDOR to suspend, discontinue or refrain from incurring costs for any activities in question; or

19.1.7. Requiring the CONSULTANT/CONTRACTOR/VENDOR to reimburse the County for the amount of costs incurred for any items determined to be ineligible.

## **20. OTHER REMEDIES AND RIGHTS**

20.1. Pursuing any of the above remedies will not keep the County from pursuing any other rights or remedies, which may be otherwise available under law or in equity. If the County waives any right or remedy in this Agreement or fails to insist on strict performance by the CONSULTANT/CONTRACTOR/VENDOR, it will not affect, extend or waive any other right or remedy of the County, or affect the later exercise of the same right or remedy by the County for any other default by the CONSULTANT/CONTRACTOR/VENDOR.

20.2. Unless otherwise provided by the Contract, all claims, counter-claims, disputes and other matters in question between the County and the CONSULTANT/CONTRACTOR/VENDOR arising out of or relating to the Agreement between the parties, or the breach of it, that cannot be resolved by and between the parties after conferring in good faith, will be decided by a court

of competent jurisdiction pursuant to Florida law. If such dispute is in state court, venue shall be in the Twentieth Judicial Circuit Court in and for Lee County, Florida. If in federal court, venue shall be in the U.S. District Court for the Middle District of Florida, Ft. Myers Division.

## **21. CONTRACT WORK HOURS & SAFETY STANDARDS (40 U.S.C. 3701-3708)**

- 21.1. Overtime requirements. No contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.
- 21.2. Violation; liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in paragraph (1) of this section the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such contractor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (1) of this section, in the sum of \$10 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (1) of this section.
- 21.3. Withholding for unpaid wages and liquidated damages. The State of Florida Division of Emergency Management shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the contractor or subcontractor under any such contract or any other Federal contract with the same prime contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section.
- 21.4. Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (1) through (4) of this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (1) through (4) of this section.

## **22. CLEAN AIR ACT**

- 22.1. The contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq.
- 22.2. The contractor agrees to report each violation to the GRANT AGENCY and the Regional Office of the Environmental Protection Agency and understands and agrees that the GRANT AGENCY and the Regional Office of the Environmental Protection Agency will, in turn, report each violation as required to assure notification to the County, Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.

- 22.3. The contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by GRANT AGENCY.

## **23. FEDERAL WATER POLLUTION CONTROL ACT**

- 23.1. The contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.
- 23.2. The contractor agrees to report each violation to the GRANT AGENCY and the Regional Office of the Environmental Protection Agency and understands and agrees that the GRANT AGENCY and the Regional Office of the Environmental Protection Agency will, in turn, report each violation as required to assure notification to the County, Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.
- 23.3. The contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by GRANT AGENCY.

## **24. BYRD ANTI-LOBBYING AMENDMENT**

- 24.1. CONSULTANT/CONTRACTOR/VENDORS who apply or bid for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with nonfederal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient.

## **DETAILED SPECIFICATIONS**

### **1. GENERAL SCOPE OF WORK**

- 1.1. The Lee County Board of County Commissioners is seeking the services of a Vendor by leveraging the Company's demonstrated expertise, processes, timelines and systems approach to ensure compliance to Treasury's ARPA guidelines specifically, as well as federal compliance for EPA, HUD, HHS, FEMA, and other federal agencies with regard to ARPA and related funding; all while maximizing the beneficial uses of the American Rescue Plan Act in the local community.

### **2. Task 1 – ARPA Funding Compliance**

#### **2.1. Task 1 Milestones / Deliverables**

- 2.1.1. Provide periodic and timely updates regarding changes to and clarification of best practices and regulations associated with ARPA.
- 2.1.2. Advise the County on program management processes that assure compliance and enable visibility of all ARPA-funded projects, timelines, and outcomes. This will include a review and best practices recommendation with regard to the County's current project management and reporting systems including E1, Neighborly, Smartsheet, and other related policies and procedures.



- 2.1.3. Advise and, if necessary, assist with creation and maintenance of project files that demonstrate compliance with all applicable federal regulations, particularly those that are subject to monitoring visits and/or audits. This includes a review of existing fiscal and grant management systems and of policies and procedures, especially including procurement.
- 2.1.4. If necessary, make best practices recommendations to ensure completeness of payable/receivable systems, project files, procurement practices, and document retention to capture all eligible work and costs for audit according to the Federal Financial Accountability and Transparency Act and /or other regulations of the Treasury Office of Inspector General.
- 2.1.5. Advise County on best practices to find, identify, report, and remediate the risk of fraud, waste, and/or abuse of funds.
- 2.1.6. Assist with review of grant requirements, guidance, and interpretation in accordance with federal Office of Management and Budget (OMB)'s Uniform Guidance 2 CFR, Part 200 federal funding requirements, as well as specific Treasury guidance regarding ARPA.
- 2.1.7. As requested, review contracts and purchasing documentation to ensure cost recovery and compliance of expenditures using federal funds.
- 2.1.8. As requested, provide grant / funding closeout services to ensure funding is retained.

### **3. Task 2 – ARPA Reporting**

#### 3.1. Task 2 Milestones / Deliverables

- 3.1.1. Prepare all Interim Reports, Project and Expenditure Reports, Recovery Plan Performance Reports, and all other reports required by Treasury and BOCC including project performance, project expense, expenses categories, County and overall reporting, and compliance for County's allocation. Reports are to be prepared in the formats required for upload/entry into the federal reporting portal by key deadlines.
- 3.1.2. Serve as monitoring liaison among ARPA project managers, other internal or external stakeholders, and County administrative staff for ARPA projects and reporting.
- 3.1.3. Advise and/or assist the County on preparation of monitoring and/or audit responses to findings and/or concerns.

### **4. Task 3 – ARPA Sub-recipients**

#### 4.1. Task 3 Milestones / Deliverables

- 4.1.1. Advise and/or assist the County and its sub-recipients with developing a process to oversee grants distributed to sub-recipient and beneficiary organizations.
- 4.1.2. The plan will include:
  - a. A sub-recipient risk assessment;
  - b. Reviews for duplication of benefits among the sub-recipient's other grant funding;
  - c. County and sub-recipient monitoring and management of ARPA uses; and

- d. Technical support for training programs that clearly explain the terms and conditions of funding, the County's sub-recipient management process, and documentation requirements to relevant vendors and sub-recipients.
- 4.1.3. Audit sub-recipient invoices for project eligibility and review for content prior to submission as ARPA approved expenses.
- 4.1.4. Train sub-recipients as needed to ensure high quality of submitted invoices through proper accounting and reporting internal control mechanisms to record, track and disburse funds according to Treasury requirements.

## **5. Task 4 – System (Data Collection)**

### **5.1. Task 4 Milestones / Deliverables**

- 5.1.1. Make best practices recommendation regarding Lee County's existing systems for collecting project performance data and reporting. This may include recommendations for a new process for sub-recipients to provide required data for reporting/reconciliation and/or a third party program or software.

## **6. ALTERNATE ADDITIONS:**

### **6.1. Task 5 – Grants Administration**

#### **6.1.1. Task 5 Milestones / Deliverables**

- 6.1.1.1. Assist with other grant administration-related activities and technical assistance as needed.
- 6.1.1.2. Assist with the administration of grant management programs such as application review/eligibility processing, quality assurance and applicant interactions.
- 6.1.1.3. Review and assist with processing payment requests, determining allowable costs, with scope of review and assistance to be set by County.

### **6.2. Task 6 – Resident Compliance Specialist**

- 6.2.1. Services shall include providing a Resident Compliance Specialist to perform Davis Bacon Compliance Review and Monitoring with the associated federal funding, provisions and regulations associated with the subsequent Contract. Vendor shall be responsible for following the guidelines set forth within the American Rescue Plan Act or similar funding source utilized by County.

## **SPECIAL CONDITIONS**

- 1. Lee County will be utilizing the Department of Management Services State Term Contract 8010150020-1 for Management Consulting Services.

2. **PROJECT TERM**

2.1 Multi-year Renewals: The Vendor shall be responsible for furnishing and delivering to the Lee County requesting Department(s) the commodity or services on an “as needed basis” for one (1) three-year (3) period. Upon mutual written agreement of both parties, the parties may renew the Agreement, in whole or in part, for a renewal term of terms not to exceed the initial Agreement term of three (3) years. The increments of renewal shall be at the sole discretion of the County as deemed in its best interest.

End of Special Conditions and Detailed Scope of Work