

EXHIBIT C
VENDOR'S PROPOSAL

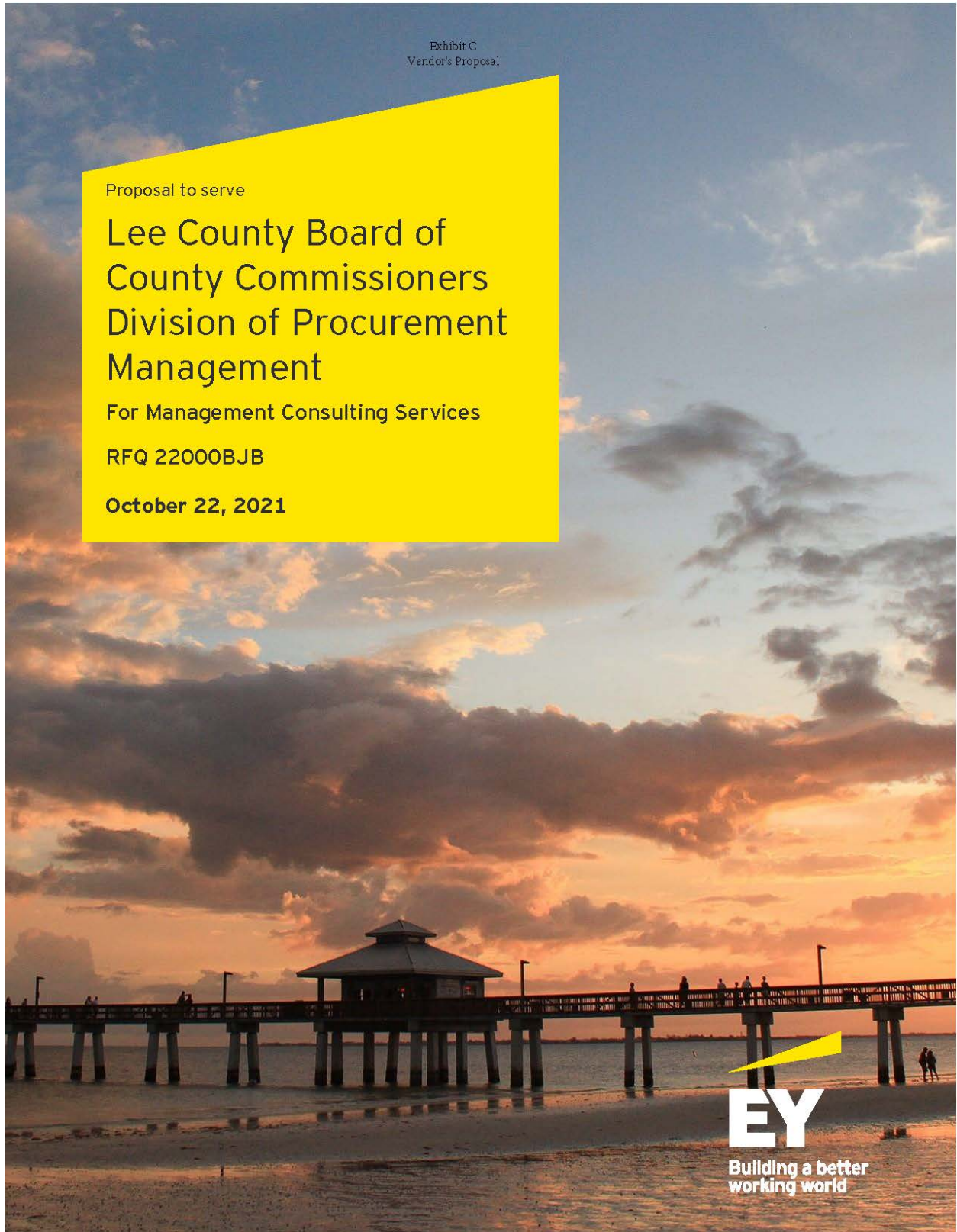
Proposal to serve

Lee County Board of
County Commissioners
Division of Procurement
Management

For Management Consulting Services

RFQ 22000BJB

October 22, 2021





Ernst & Young LLP
210 East College Avenue
Tallahassee, FL 32301

Exhibit C
Vendor's Proposal Tel: (850) 404-5000
ey.com

Lindsay Cepero, CPPO, CPPB, Procurement Manager
Brian Boehs, Procurement Analyst
Office of the Procurement Management Director
2115 Second Street, 1st Floor
Fort Meyers, Florida 33901

October 22, 2021

Re: Request for Qualifications for Management Consulting Services, RFQ220007BJB

Dear Lindsay and Brian,

Ernst & Young LLP (EY) appreciates the opportunity to respond to the Lee County's request for Management Consulting Services to assist with administering the \$149,675,549 in American Rescue Plan Act (ARPA) funding it received. We are excited about the prospect of leveraging our proven team and methodologies to support the County with its ARPA compliance, reporting, sub-recipient oversight and other aspects of ARPA grants administration.

EY is a private limited liability partnership who has been in business in the US for more than 100 years. While our roots date back to the early 1900s, our current US firm was formed on July 1, 1989. Today we stand as a leader in consulting and advisory services to both the private and public sectors and offer our public sector clients a complete portfolio of services spanning the life cycle of stimulus funding deployment, including funding strategy, program design and accountability, implementation, and ongoing support.

We are confident EY is best positioned to serve as your trusted advisor for ARPA funding assistance, and we stand ready to help you make the important near-term decisions that will maximize your long-term opportunities. In fact, we offer:

- ▶ **Broad and deep American Rescue Plan Act (ARPA) knowledge.** EY will provide the County a team of professionals well-versed in helping counties like yours navigate the current regulations related to ARPA and other applicable funding sources and regulations. We are currently engaged with over 100 public entity clients across 32 states for similar initiatives: including many county and local governments here in Florida. The help we provide includes assistance with ARPA, CARES Act Coronavirus Relief Fund (CRF) funding assistance, and Federal Emergency Management Agency (FEMA) Public Assistance (PA). We also have a dedicated Legislative Interpretation Team (LIT) we can leverage to assist you. That team is exclusively focused on:
 - ▶ Helping understand and interpret the regulatory and reporting requirements for ARPA, the CARES Act and other relevant programs
 - ▶ Monitoring potential future stimulus legislation to surface additional opportunities for clients
 - ▶ Obtaining and leveraging real-time information from state and local governments across the country to share leading practices
- ▶ **Commitment to and Information Sharing Across Florida.** EY is the oldest licensed accounting and consulting firm in Florida, with six office locations, including our office in Tallahassee, which has exclusively served Florida State agencies and local governments for more than 30 years
 - ▶ EY has served Florida governments as strategic financial municipal advisor for years now, providing strategic and financial advisory support including complex projects and cash flow modeling support during COVID



- ▶ We have also built strong relationships through our directly applicable work with Hillsborough, Seminole, Lake, Leon, and Manatee counties and will leverage this experience to support Lee County for your efforts as well
- ▶ **Experienced professionals, on demand.** EY provides experienced subject matter resources (SMRs) in relevant fields, including professionals for grant management, data analytics, and compliance monitoring, including:
 - ▶ CPAs, forensic accountants, and compliance advisors well-versed in ARPA, CARES and other federal grant programs
 - ▶ Former FEMA administrator, a former FEMA Chief Financial Officer and Assistant Inspector General of US DHS for Emergency Management and Oversight, and the former FEMA Region VI Recovery Division Director
- ▶ Our SMRs have a wide range of client experience in local government grants administration - including ARPA funding compliance, reporting, and sub-recipient monitoring, risk assessment and reviews - and understand federal requirements including de-obligation aspects of funding and how to assist the County in mitigating related risks

As EY's proposed Project Leader, I will serve as your primary point of contact for this RFQ and our subsequent work - should we be fortunate enough to win your business. I thank you for considering EY and have provided my direct contact information below should you have any questions regarding any aspect of our proposal.

Sincerely,

Barb Lambert
Project Leader
barb.lambert@ey.com
(202) 327-7632

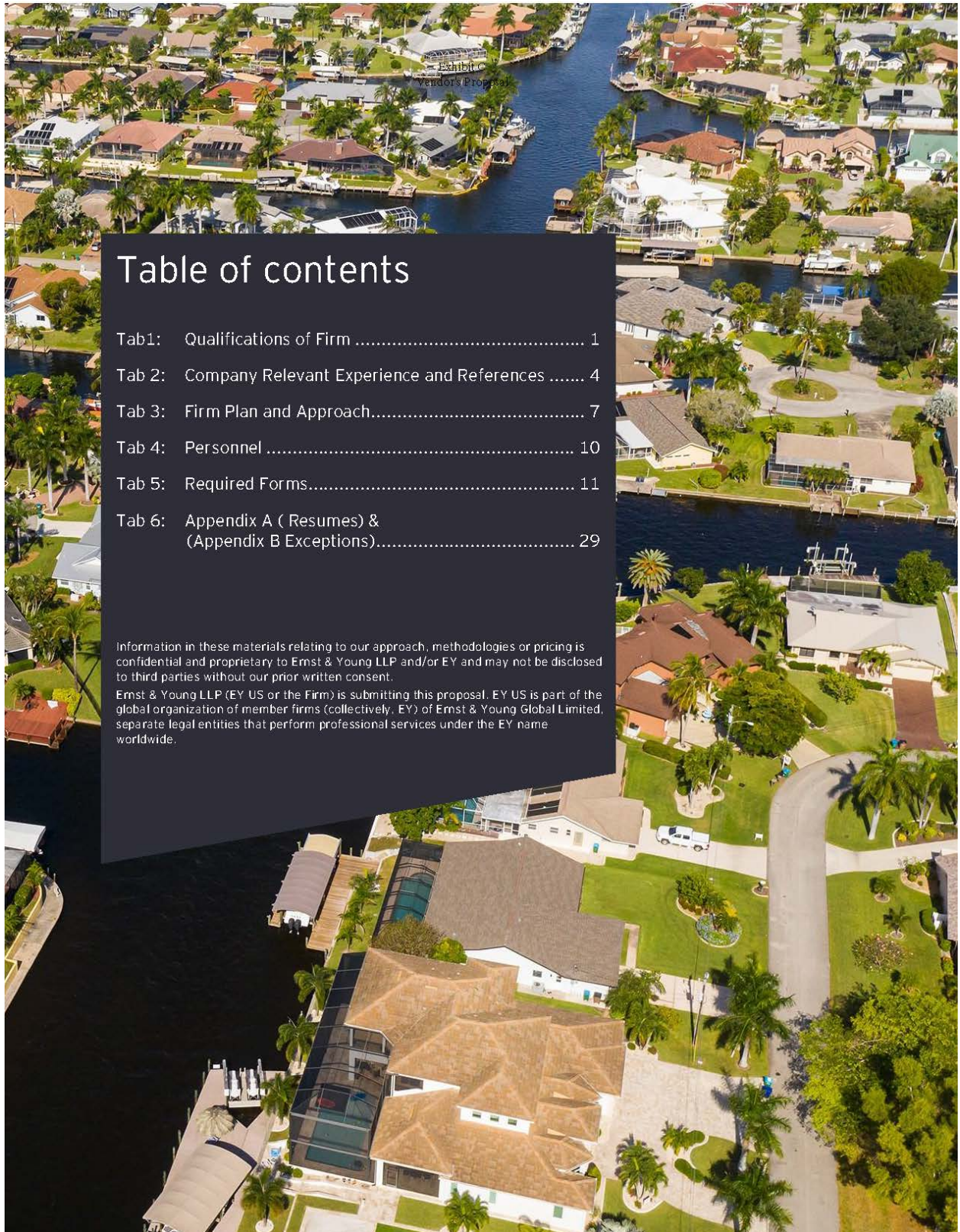


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Information in these materials relating to our approach, methodologies or pricing is confidential and proprietary to Ernst & Young LLP and/or EY and may not be disclosed to third parties without our prior written consent.

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.

Tab 1: Qualifications of Firm

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Tab1: Qualifications of Firm

Provide a description of your firm, your firm's experience, and underlying philosophy in providing the services as described and requested herein. Description should include details such as: abilities, capacity, skill, strengths, number of years, location of office(s), as well as MBE, WBE, DBE, VBE or similar status, and recent, current, and/or projected workload, etc.

Ernst & Young is known as one of the world's leading financial auditing and consulting firms. Within the broad portfolio of professional services we offer, have a dedicated Insurance & Federal Claims Services practice. This practice is primarily focused on assisting government, nonprofit and corporate entities prepare for and expedite financial recovery and mitigation after catastrophic loss through the U.S. Department of Treasury, Federal Emergency Management Agency (FEMA), U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant Program, U.S. Department of Health & Human Services (HHS), the U.S. Environmental Protection Agency (EPA), Federal Highway Administration (FHWA), and other federal disaster grant programs and insurance claims. Our practitioners leverage both their experience in financial oversight and their deep knowledge of federal grant programs, including the Coronavirus Relief Fund (CRF) and the American Rescue Plan (ARPA), to assist clients in identifying the financial recovery and mitigation options available to them, applying for and using Federal funding, and mitigating the risk of de-obligation of funds and fraud, waste and abuse by complying with all associated legal, regulatory, and programmatic requirements.

Within this practice is a deep bench of experienced emergency management professionals adept at assisting clients to prepare for and recover quickly by applying proven methodologies in disaster financial management. We have assisted clients with the administration and recoupment of funds from Treasury, FEMA, HUD, HHS, FHWA, insurance and other grant sources following numerous disasters - and we understand how these and other sources of funding interplay with one another. Our professionals provide clients with decades of emergency management and disaster recovery experience, along with established processes, methodologies, and technology to assist organizations in managing the financial function of large disaster recovery and mitigation programs, assemble claims efficiently, and achieve their goals. Members of our team include a unique combination of former DHS OIG, FEMA and other federal, state, and local senior executives.

Additionally, we have a dedicated team of investigators, forensic accountants, and compliance, government contract, and technology professionals that help organizations prevent, detect and remediate compliance risks - including the risks for fraud, waste and abuse in connection with ARPA funding - and comply with relevant regulations. Using advanced forensic technologies, we can quickly gather facts and evidence to assess the extent of the issue, perform risk assessments, and tailor compliance programs to help prevent and respond to the risks of de-obligation of ARPA and other federal grant program funds. Our team includes data analytics and government contracts specialists who provide data analytics driven solutions to better manage the risks associated with government contracting, including (but not limited to) Davis Bacon Act and Service Contract Act compliance.

While EY's corporate structure does not qualify as a small business or diversity supplier, we are a proud supporter of, and active member in, many organizations accelerating the growth of diverse businesses around the world. We would be excited to provide details, if requested.

Why EY?

Our clients have told us time and time again they choose EY to support their efforts due to the unique insights we bring and the lasting impact we create. Our approach provides our clients a comprehensive and cohesive view of the issues and solutions, drawing across many experiences and viewpoints. These differentiators tell the story of the service you can expect from the EY team:

- ▶ We have more than 20 years of experience supporting local, state, and federal governments through crisis response and recovery, including assisting with the recovery of over \$40b in federal grants
- ▶ As a large firm, we can scale our resources as necessary for your evolving needs
- ▶ Our firm is currently assisting with over 100 COVID-19 funding engagements in 32 states - including county governments here in Florida - and we leverage the broad base of knowledge from these projects to provide you current and practical guidance on leading practices in the field

- ▶ EY has served Florida State agencies and local governments for more than 30 years via six offices and 1,800+ professionals throughout the state. We are already working with several Florida counties and other local governments where we have provided similar services to those Lee County is requesting (as further described below). Below is a representation of our recent or current county and city clients:

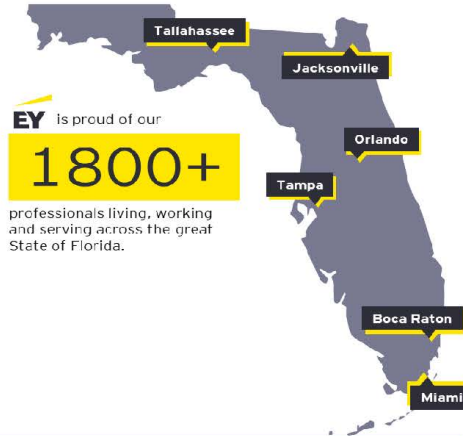
Florida	Nationwide	
<ul style="list-style-type: none"> ▶ City of Ft. Lauderdale, FL ▶ City of Jacksonville, FL ▶ City of Orlando, FL ▶ City of Miami, FL ▶ Jacksonville Electrical Authority ▶ Jacksonville Airport Authority ▶ Lake County, FL ▶ Leon County, FL ▶ Hillsborough County, FL ▶ Manatee County, FL ▶ Miami-Dade County, FL ▶ Reedy Creek Improvement District, FL ▶ Seminole County, FL ▶ Tampa Bay Water, FL 	<ul style="list-style-type: none"> ▶ City of Inglewood, CA ▶ City of Los Angeles, CA ▶ City of Sacramento, CA ▶ City of San Jose, CA ▶ Los Angeles County, CA ▶ San Diego County, CA ▶ Santa Barbara County, CA ▶ Ventura County, CA ▶ Clayton County, GA ▶ Fulton County, GA ▶ Gwinnett County, GA ▶ City of Chicago: <ul style="list-style-type: none"> ▶ Chicago Housing Authority ▶ Chicago Transit Authority ▶ Dekalb County, IL ▶ City of Boston, MA ▶ City of Baltimore, MD ▶ Prince Georges County, MD ▶ City of Detroit, MI ▶ City of Flint, MI ▶ Detroit Public Schools 	<ul style="list-style-type: none"> ▶ Wayne County, MI ▶ Bergen County, NJ ▶ City of Middleton, NY ▶ City of New York, NY New York City: <ul style="list-style-type: none"> ▶ Economic Development Corporation ▶ Housing Development Corporation ▶ Housing Authority ▶ County of Suffolk ▶ Suffolk County, NY ▶ City of Charlotte, NC ▶ Orange County Schools ▶ City of Cleveland OH ▶ Public School District, Columbus, OH ▶ City of Knox, TN ▶ City of Memphis, TN ▶ City of Austin, TX

- ▶ We have a thorough understanding of and experience implementing federal guidance that may be applied to ARPA, including but not limited to, the Uniform Guidance (2 CFR), the Stafford Act, 44 CFR, FEMA guidelines, Federal Acquisition Regulations (FAR) compliance and other
- ▶ We have a proven methodology of tracking, capturing and documenting program costs to prepare for project submissions, reporting and regulatory inquiry - this approach is designed to maximize reimbursement opportunity while minimizing downstream issues and risk exposure
- ▶ Our EY team for this engagement brings a unique combination of skill sets, including CPAs, policy analysts, former HUD and FEMA personnel, economic strategists, public sector turnaround specialists, infrastructure, government contracts, and risk and fraud professionals
- ▶ As federal stimulus programs are ever-evolving, the EY team will keep you in-the-know with our Legislative Interpretation Team and our Washington Council Group, which are based in DC and dedicated to interpreting and monitoring current and potential stimulus legislation
- ▶ We partner with the National Association of Counties as part of our commitment to supporting the interests and sharing leading practices across County governments

Deep Experience Serving Florida Localities

As previously mentioned, EY has served State of Florida agencies and local governments for more than 30 years via six offices and 1,800+ professionals throughout the state. We have had more than a dozen recent projects in the state of Florida involving grants administration activities associated with COVID-19 response. We are committed to serving Florida's State agencies and local governments. We certainly have the qualified and experienced team to perform the services as specified in this Request for Qualifications.

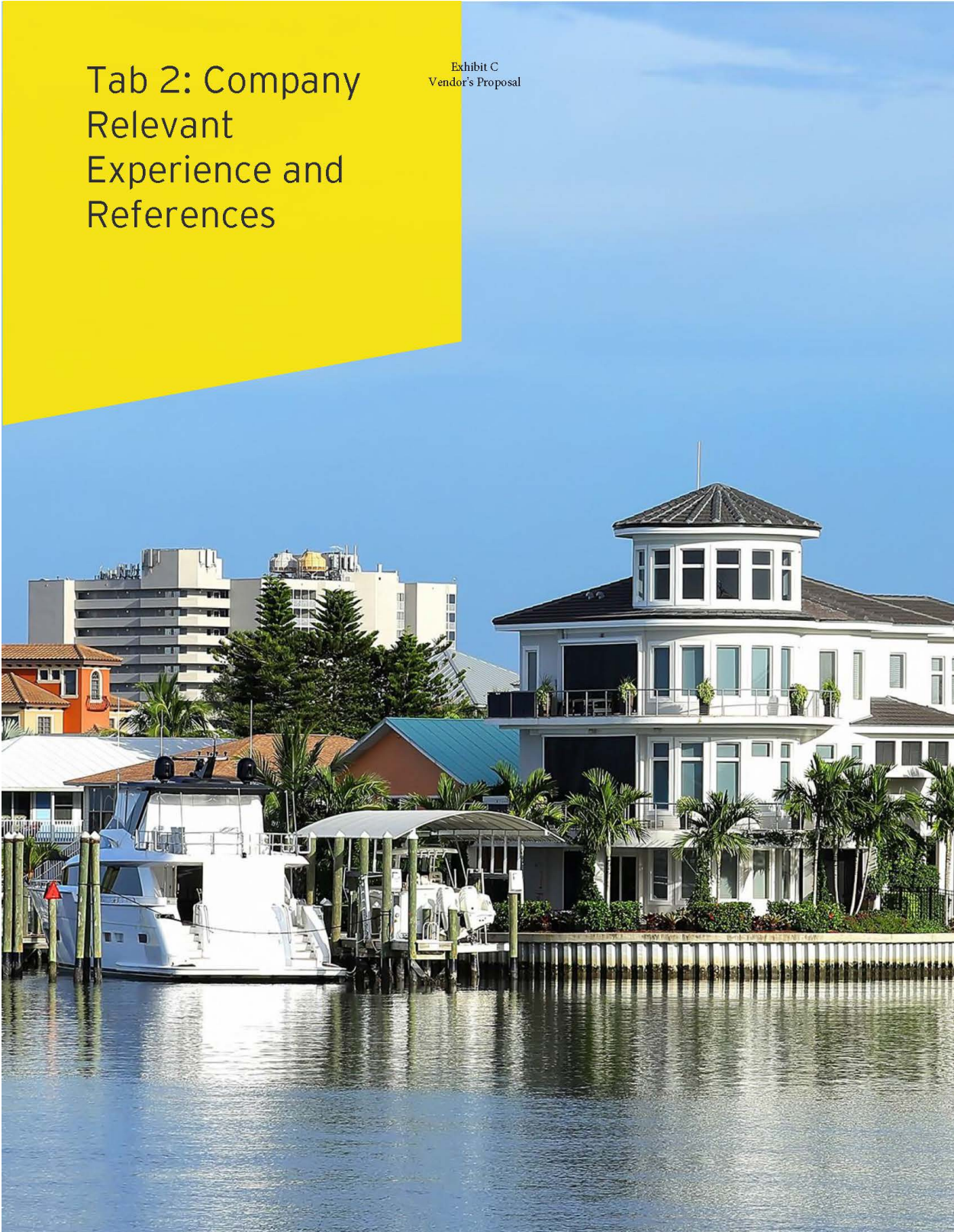
In Florida, we have had the pleasure of working with counties and other local governments where we have provided similar services to what Lee County is requesting. The table below provides a sample of our COVID-19 related experiences with Florida clients.



Client	Engagement	Project Description
Hillsborough County	Technical and Project Management June 2020 - present	EY is providing project management services along with leading the technical and program design for funds received via the CARES Act and Emergency Rental Assistance Program using EY Grants Accelerator (EYGA), a proprietary application for grants application processing, administration, and compliance monitoring.
Manatee County	American Rescue Plan Rapid Assessment April 2021 - present	EY is providing various ARPA-related services, including: <ul style="list-style-type: none"> ▶ Reviewing and identifying ARPA and other funding opportunities ▶ Facilitating discussions with impacted agencies to catalogue pandemic-related expenses to date and those anticipated for the future ▶ Preparing recommendations for ARPA compliance ▶ Developing a roadmap and implementation plan for ARPA grants administration <i>We have also recently been engaged to provide similar services to the cities of Bradenton and Holmes Beach.</i>
Seminole County	Technical and Project Management Jul 2020 - present	EY is providing project management services along with leading the technical and program design for the CARES Act, Emergency Rental Assistance Program (ERAP), and ARPA. (More details on our work in Seminole County are included in the next section.)
Leon County	Technical and Project Management Jul 2020 - Dec 2020	EY provided project management services along with leading the technical and program design for disbursement of \$30 million in funds under the CARES Act. (More details on our work in Leon County are included in the next section.)
Lake County	Technical and Project Management Sep 2020 - present	EY is providing the County a variety of services, including: <ul style="list-style-type: none"> ▶ Technical and program design assessment for CRF and ERAP ▶ Application processing review and execution for CRF and ERAP <i>We have also recently been engaged to provide ARPA-related services to the City of Groveland.</i>

Tab 2: Company
Relevant
Experience and
References

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Tab 2: Company Relevant Experience and References

Provide details of a maximum of three (3) projects similar in scope and size to that being requested through this solicitation that your firm has completed recently. Details for each project example provided should include:

In addition to our considerable experience both nationally and locally as described above, below are three references for projects of similar scope and size. We also attached the required reference surveys from these individuals in Tab 5 below.

Project Name & Address	Description of Work and Initial and Final Costs	Point of Contact
<p>Seminole County, FL CARES, ERAP, and ARPA Support Project</p>	<p>EY is providing project management services along with leading the technical and program design for the CARES Act, Emergency Rental Assistance Program (ERAP), and ARPA. The scope of our work includes:</p> <ul style="list-style-type: none"> ▶ Project Management activities for overall management of the program ▶ Led compliance program design consistent with applicable Federal guidance, local policies and priorities of elected leadership ▶ Led the review of thousands of applications for funding assistance from eligible subrecipients ▶ Led the development of a technical solution for data collection & storage, application assessment, eligibility determinations and funding decision-making <p>Initial Cost: \$6.2 million</p> <p>Final Cost: This project is ongoing, so final costs are not yet available.</p>	<p>Steve Fussell Phone: (407) 665-1148 Email: sfussell02@seminolecountytfl.gov Address: 1011 East First Street, Suite 3156, Sanford, FL 32771</p>

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Project Name & Address	Description of Work and Initial and Final Costs	Point of Contact
<p>Leon County, Florida CARES Support Project</p>	<p>EY developed solutions to facilitate the creation of fiscal programs and distribution of financial assistance related to the CARES Act for Leon County. The EY team performed the following services:</p> <ul style="list-style-type: none"> ▶ Led technical and program design across various grant programs ▶ Developed and deployed a grant management solution on the Microsoft Power Platform, including a public facing portal for application submission and a back-office portal for eligibility determination, applicant communication and workflow processing ▶ Led and managed call center support for applicants, as well as a team of reviewers for processing eligibility and passing to the County for final determination ▶ Dynamic scaling of call center and reviewer teams to process applications on volume spikes that occurred during program launches ▶ Project/Program management <p><i>In total, EY helped to disperse \$30 million in total and processed 23,500 applications. EY launched the program in 3 weeks.</i></p> <p>Initial Cost: \$1.1 million Final Cost: \$2.2 million (Final costs based on additional scope of work requested by Leon County.)</p>	<p>Alan Rosenzweig, Sr. Budget Manager - Grants/Contracts</p> <p>Phone: (850) 606-5318</p> <p>Email: rosenzweiga@leoncountyfl.gov</p> <p>Address: 301 S. Monroe Street Tallahassee, FL 32301</p>
<p>Ventura County, California CARES and CDBG Support Project</p>	<p>EY is assisting the County with their financial recovery from the COVID-19 pandemic through a variety of funding streams. Our team is assisting the County in building out project claims to submit to FEMA, advising on the CARES ACT and other Federal/State Legislation, and supporting the County with their CDBG-DR grants. The EY team performed the following services:</p> <ul style="list-style-type: none"> ▶ Submission of FEMA Streamlined Process Applications of \$125M+ in obligations and reimbursement requests ▶ Internal assessments and compliance monitoring reviews of requirements for \$167M of Coronavirus Relief Funds ▶ Supported the County with the reporting on approximately \$44M of Provider Relief Funds ▶ Developed and deployed a grant management solution on the Microsoft Power Platform, including a public facing portal for business assistance application submission and a back-office portal for eligibility determination, applicant communication and workflow processing ▶ Led and managed call center support for applicants, as well as a team of reviewers for processing eligibility and passing to the County for final determination ▶ Project/Program management <p><i>In total, EY helped to disperse \$30 million in total and reviewed over 20,000 applications.</i></p> <p>Initial Cost: \$1.2 million Final Cost: \$3.7 million (due to Business Assistance Grant additional services) Extension: \$6.6 million (contract extension through FY2026)</p>	<p>Scott Powers, Sr. Deputy Executive Officer</p> <p>Phone: (805) 677-8761</p> <p>Email: Scott.Powers@ventura.org</p> <p>Address: Ventura County Government Center Hall of Administration Building, Fourth Floor 800 S. Victoria Ave. Ventura, CA 93009</p>

Provide a statement of understanding that your firm recognizes the County reserves the right to evaluate the proposing Firm on their past performance and prior dealings with Lee County (i.e., failure to meet specifications, poor workmanship, late delivery, etc.) as part of their experience criteria.

EY recognizes Lee County reserves the right to evaluate our firm on their past performance and prior dealings with the County (i.e., failure to meet specifications, poor workmanship, late delivery, etc.) as part of their experience criteria.

Tab 3: Firm Plan of Approach

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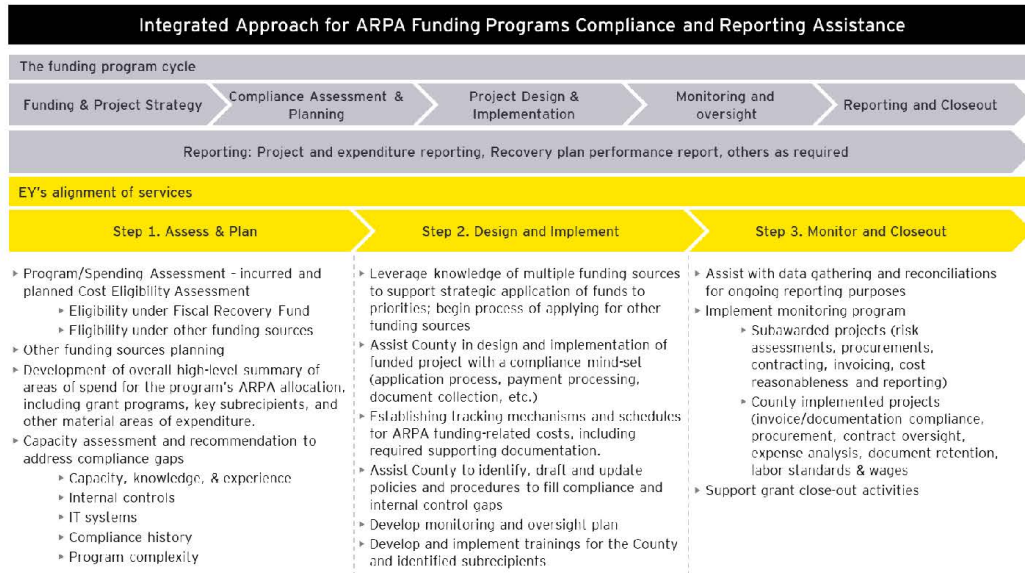
Tab 3: Firm Plan and Approach

Provide a detailed Plan of Approach that explains how your firm intends to comply with and meet the anticipated deliverables as detailed within this solicitation.

Three-step integrated approach

The EY team will work closely with Lee County in the administration of ARPA funding, with compliance objectives at the forefront, considering both near and long-term goals. Leveraging our experience supporting local governments through multiple disasters and disparate funding sources, we will use a multistep approach focused on compliance with received ARPA funds, including the Coronavirus Local Fiscal Recovery Funds.

To do this, we will utilize our extensive experience with federal funding efforts following natural disasters over the past two decades and have designed a fast-start approach (Step 1) we have used to stand up similar projects during this pandemic. Next, we will support the implementation of your planned spend, including working with you to update internal policies for compliance and internal controls gaps, as applicable (Step 2). Finally, we will support your compliance journey via compliance monitoring and assistance with expenditure tracking/compliance, reporting and closeout activities (Step 3). Throughout each step, we will provide the County with updates regarding changes to and clarification of leading practices and regulations associated with ARPA. This multi-step approach is inclusive of all tasks as specified in the RFQ, with some tasks occurring during multiple steps or concurrent to others as appropriate for County priorities and Federal program requirements. Our team is prepared to assist with other grant administration activities and technical assistance as needed, including the administration of assistance programs and assisting with payment requests and cost eligibility determinations.



To assist the County in its management of the Fiscal Recovery Fund and other ARPA funding, we would employ an approach based on what we have leveraged for other state and local government clients. It is based on our understanding of the requirements associated with the various ARPA programs, 2 CFR 200, and decades of experience assisting governmental clients with federal disaster grant funding.

Step 1. Assess and plan

During this initial step, we anticipate hosting a series of meetings with County personnel, identified subrecipient personnel, agencies and program directors to catalog pandemic-related expenses incurred to date and anticipated for the future. This will enable us to develop a contextual understanding of the nature of costs,

agency priorities and funding needs to enhance recovery. The estimated timeline for this rapid assessment is 6 (six) weeks, but we are flexible to work around the needs of the County.

The meeting agendas will include discussion on costs incurred, unmet need priorities, grants already received or applied for, experience with similar funding, and systems and processes for tracking supporting documentation. During and after these meetings, we will assist the County in determining what costs are eligible for funding through the Fiscal Recovery Funds and discovering whether costs can be funded through other sources, such as FEMA PA, state-funded programs and other ARPA programs. Should it appear that other funding sources are relevant for certain incurred or planned expenditures, we can assist the County in starting relevant application processes.

Additionally, during this step, we will prioritize completing a capacity assessment from a compliance perspective, which will focus on the following areas:

- ▶ The County's capacity, knowledge, and experience in implementing grant-funded projects
- ▶ Internal controls as specified by the state and local Fiscal Recovery Funds compliance and reporting guidance
- ▶ For the implementation of funded projects, a review of policies, procedures, processes, and systems, including, among others, governance regarding:
 - ▶ Procurement
 - ▶ Accounting
 - ▶ Payment approval and processing
 - ▶ Source documentation retention
 - ▶ Fraud waste and abuse reporting
 - ▶ Grants management (including monitoring, project management and reporting systems)
 - ▶ Subrecipient processes, procedures, and monitoring

Finally, in preparing recommendations related to ARPA compliance, we will prepare a high-level ARPA strategy road map and implementation plan to address any compliance gaps for consideration and input by County leadership. Categories of recommendations may address topics such as:

- ▶ Developing a capacity development program, including relevant trainings for County and subrecipient personnel
- ▶ Establishing policies and procedures to monitor and report on compliance with requirements
- ▶ Developing internal review and certification processes in preparation for reporting on the use of funds by the County
- ▶ Finalizing documentation in anticipation of oversight from regulators and the relevant regulatory audits
- ▶ Programmatic enhancements to support efficient and expeditious expenditure of the funds and completeness of applicable documentation
- ▶ Potential fraud, waste and abuse identification and mitigation measures
- ▶ Determining project management office (PMO) requirements for implementation
- ▶ Identifying data collection system recommendations to enhance existing processes and provide for more robust program management and monitoring, including reporting requirements.
- ▶ Guiding development of each County department or agency's procedures relative to planning, execution and closure

Step 2. Design and implement

By relying on our catalog of County-specific funding opportunities (Coronavirus State and Local Fiscal Recovery Funds, Coronavirus Capital Projects Fund, Emergency Rental Assistance Program, Federal Transit Administration grants, etc.), including eligibility criteria, application processes, deadlines and milestones, documentation requirements, and other key criteria, we can assist the County with expanding available funding and enabling analysis of the best and highest possible use for funding received. We will 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.

Next, we can support the County in the elements of project design and implementation that require compliance and reporting considerations, such as application approval and processing, procurements, payment processing, document collection, and data tracking. We can help the County establish mechanisms for tracking both performance metrics and project costs, including supporting documentation for reporting and closeout performance. Developing these mechanisms early in the process will enable timely and accurate reporting, a key requirement associated with ARPA funding programs.

From a direct compliance perspective, we can assist the County in revising and enhancing internal controls, policies and procedures, and processes based on our compliance gap assessment. Additionally, a key deliverable of this phase of the engagement will be the development of an oversight and monitoring plan that will enable the County to enforce compliance of both self-implemented activities and provide oversight of subrecipient projects. This plan will take into consideration guidance directly issued in connection with the relevant ARPA funding programs and the Uniform Guidance (2 CFR 200) that governs the receipt and use of federal funds. The monitoring program will also allow for scalable reviews based on the complexity of funded projects.

We will support the drafting of a subrecipient monitoring and oversight plan, to include conducting subrecipient risk assessments, duplication of benefits assessments, monitoring strategies documentation retention, cost eligibility assessments and technical support as applicable, including trainings (see below).

At this stage, we will develop and implement a training program to assist the County in developing capacity within the organization and amongst identified subrecipients so that compliance awareness is raised at the onset.

Step 3. Monitor and closeout

Once projects have been implemented, we can assist the County with data gathering and reconciliations for ongoing reporting purposes. Our tracking mechanisms will allow for efficient input of required information in the format required by the U.S. Treasury.

At this stage we will also implement our recommended oversight and monitoring program, which will consist of both desk and in-person (or remote) reviews depending on the nature and complexity of each of the funded projects. This program will include compliance reviews for both projects implemented directly by the County and projects implemented through subrecipient agreements. As demonstrated by our experience and credentials, our professionals have a depth of experience in implementing such compliance-related tasks. Our monitoring reviews will focus on the following key areas identified by compliance guidance issued by the Department of Treasury and 2 CFR 200:

- ▶ Subrecipient monitoring activities, consistent with the subrecipient monitoring and oversight plan identified in Step 2.
- ▶ Contract oversight
- ▶ Invoice review and processing
- ▶ Document retention
- ▶ Procurement and contracting
- ▶ Application processing
- ▶ Cost reasonableness
- ▶ Labor standards and wages, including Davis Bacon requirements

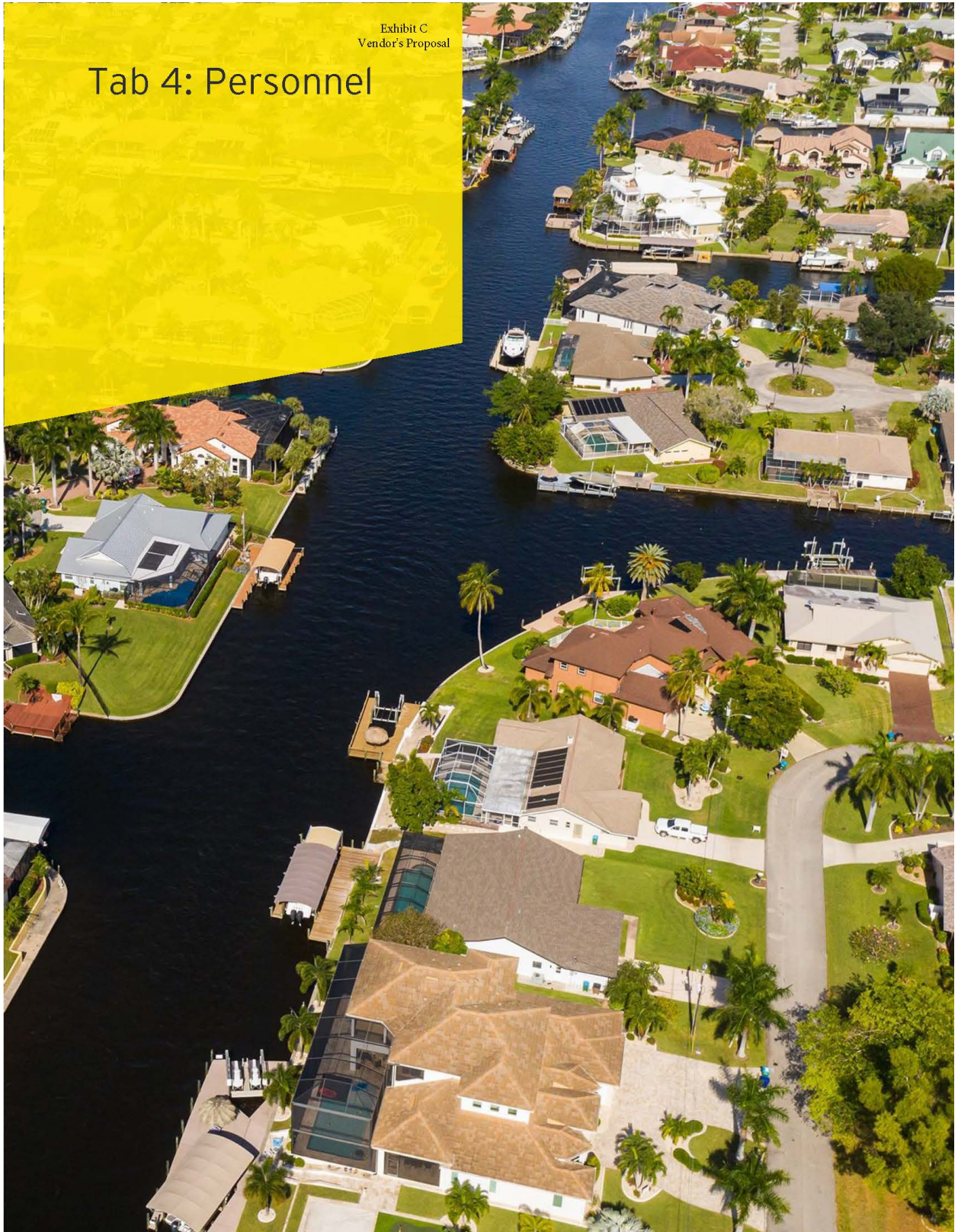
As monitoring liaison, our team can coordinate obtaining information required for monitoring and reporting purposes directly from various departments, agencies and subrecipients. As required, our team will prepare drafts of all reports required by Treasury and BOCC including project performance, project expense, expense categories, County and overall reporting and compliance for County's allocation for the County's submission.

Our team will support the County as applicable and as requested during the closeout process throughout the contract period.

Cost fee schedule (Form 1a) will be considered and evaluated as part of the plan of approach.

We are pleased to provide our fee schedule, as detailed in Form 1a.

Tab 4: Personnel



Tab 4: Personnel

Provide a detailed description of the firm's specific project management team, inclusive of sub-Consultants anticipated to be utilized, that will be assigned to the Lee County contract. Identify the roles and responsibilities of the primary team members as they pertain/apply to the Project Approach and include details that demonstrate individual's knowledge and understanding of the types of services to be performed as well as previous experience in similar or related work.

EY's Proposed Project Team



Our project management team will be led by Barb Lambert and John Shaw, who will serve as Lee County's primary points of contact. Barb, who serves in a similar role for our other county clients across Florida, will be your connection point to our broader firm and help ensure we apply the latest in our collective understanding and interpretation of ARPA guidance and leading practices. John - who also has directly relevant experience in Florida - will serve as your day-to-day Project Director, responsible for applying and managing to our Project Approach. John will lead a qualified Engagement Delivery Team

who will execute the relevant services under his direction. As needed, Barb and John will be further supported by our State of Florida Government & Public Service Practice Lead, Sam Hughes, and a team of federal grants subject matter resources, such as Craig Fugate, Matt Jadacki, and Greg Eaton.

The attached resumes detail the qualifications of our proposed leadership and executive support team members, including their knowledge and understanding of the types of services to be performed as well as previous experience in similar or related work. As you will see, Barb and John have worked directly on most of the COVID-19 related projects in the State of Florida we have highlighted in Tab 1 related to our firm's qualifications. As such, Barb and John have direct experience supporting Florida clients with ARPA-related projects and the application of federal funding requirements (e.g. Uniform Guidance) to disaster relief funding.

We are happy to provide further information on our Engagement Delivery Team members if requested.

Firm must identify staff member that will serve as Project Director that shall be authorized and responsible to act on behalf of the Consultant with respect to directing, coordinating and administering all aspects of the services to be provided and performed.

As noted above, John Shaw will serve as our Project Director. John will lead a team of qualified and skilled support staff in providing day-to-day direction for our team engaged in delivering the requested services.

Provide a statement acknowledging your firm's understanding that the project management team/key team members assigned to the Lee County contract, as described above, shall not be substituted without the expressed permission of Lee County.

EY acknowledges and understands that the project management team/key team members assigned to the Lee County contract, as described above, shall not be substituted without the expressed permission of Lee County.

Provide resumes, licensure, and certifications of proposed specific project management team, inclusive of sub-Consultants anticipated to be utilized, to be assigned to the Lee County contract.

Resumes are not included within page restrictions, but should be limited to one (1) page per person.

*Firms are encouraged to submit valid copies of MBE, WBE, DBE, VBE or similar certifications for adequate committee consideration."

Resumes are attached at Tab 6, Appendix A. EY does not typically use sub-consultants / subcontractors for this work and does not intend to do so here.

Tab 5: Required Forms



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Tab 5: Required Forms

VER. 08-25-2021

Form 1 – Solicitation Response Form



**LEE COUNTY PROCUREMENT MANAGEMENT
SOLICITATION RESPONSE FORM**

Date Submitted: 10/22/2021 Deadline Date: 10/22/2021

SOLICITATION IDENTIFICATION: RFQ220007BJB

SOLICITATION NAME: Management Consulting Services

COMPANY NAME: Ernst & Young, LLP

NAME & TITLE: (TYPED OR PRINTED) Samuel Hughes, Principal

BUSINESS ADDRESS: (PHYSICAL) 210 E. College Ave, Tallahassee, FL 32301

CORPORATE OR MAILING ADDRESS: 200 Plaza Dr.
 SAME AS PHYSICAL

ADDRESS MUST MATCH SUNBIZ.ORG Secausus, NJ 07095

E-MAIL ADDRESS: Samuel.Hughes@ey.com

PHONE NUMBER: (818) 455-5108 FAX NUMBER: _____

NOTE REQUIREMENT: IT IS THE SOLE RESPONSIBILITY OF THE **VENDOR TO CHECK LEE COUNTY PROCUREMENT MANAGEMENT WEB SITE FOR ANY ADDENDA ISSUED FOR THIS PROJECT. THE COUNTY WILL POST ADDENDA TO THIS WEB PAGE, BUT WILL NOT NOTIFY.**

In submitting this proposal, Proposer makes all representations required by the instructions to Proposer and further warrants and represents that: Proposer has examined copies of all the solicitation documents and the following addenda:

No. 1 Dated: 10/18/21 No. _____ Dated: _____ No. _____ Dated: _____

No. _____ Dated: _____ No. _____ Dated: _____ No. _____ Dated: _____

Tax Payer Identification Number: 34-6566696

(1) Employer Identification Number -OT- (2) Social Security Number:

*** Lee County collects your social security number for tax reporting purposes only*

Please submit a copy of your registration from the website www.sunbiz.org establishing the Proposer/firm as authorized (including authorized representatives) to conduct business in the State of Florida, as provided by the *Florida Department of State, Division of Corporations*.

- 1 **Collusion Statement:** Lee County, Florida The undersigned, as Proposer, hereby declares that no person or other persons, other than the undersigned, are interested in this solicitation as Principal, and that this solicitation is submitted without collusion with others; and that we have carefully read and examined the specifications or scope of work, and with full knowledge of all conditions under which the services herein is contemplated must be furnished, hereby propose and agree to furnish this service according to the requirements set out in the solicitation documents, specifications or scope of work for said service for the prices as listed on the county provided price sheet or (CCNA) agree to negotiate prices in good faith if a contract is awarded.
- 2 **Scrutinized Companies Certification:**
 Section 287.135, FL § , prohibits agencies from contracting with companies, for goods or services over \$1,000,000, that are on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List. Both lists are created pursuant to section 215.473, FL§.
 As the person authorized to sign on behalf of Respondent, I hereby certify that the company identified above not listed on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List. I understand that pursuant to section 287.135, FL§, the submission of a false certification may subject company to civil penalties, attorney's fees, and/or costs.

Form#1 – Solicitation Form, Page 2

3 **Business Relationship Disclosure Requirement:** Sections 112.313(3) and 112.313(7), FL§, prohibit certain business relationships on the part of public officers and employees, their spouses, and their children. See Part III, Chapter 112, FL § and/or the brochure entitled "A Guide to the Sunshine Amendment and Code of Ethics for Public Officers, Candidates and Employees" for more details on these prohibitions. However, Section 112.313(12), FL § (1983), provides certain limited exemptions to the above-referenced prohibitions, including one where the business is awarded under a system of sealed, competitive bidding; the public official has exerted no influence on bid negotiations or specifications; and where disclosure is made, prior to or at the time of the submission of the bid, of the official's or his spouse's or child's interest and the nature of the intended business. The Commission on Ethics has promulgated this form for such disclosure, if and when applicable to a public officer or employee.
If this disclosure is applicable request form "INTEREST IN COMPETITIVE BID FOR PUBLIC BUSINESS" (Required by 112.313(12)(b), Florida Statute (1983)) to be completed and returned with solicitation response. It is the proposer's responsibility to disclose this relationship, failure to do so could result in being declared non-responsive.

Business Relationship Applicable (request form) Business Relationship NOT Applicable

4 Disadvantaged, Minority, Women, Veterans Business Enterprise (DBE, MBE, WBE, VBE) Yes No
Proposer? If yes, please attach a current certificate.

**ALL PROPOSALS MUST BE EXECUTED BY AN AUTHORIZED AUTHORITY OF THE PROPOSER,
WITNESSED AND SEALED (IF APPLICABLE)**

Ernst & Young, LLP

Company Name (Name printed or typed)

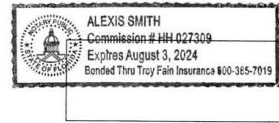
Samuel Hughes

Authorized Representative Name (printed or typed)

Principal

Authorized Representative's Title (printed or typed)

Samuel Hughes
Authorized Representative's Signature



(Affix Corporate Seal, if applicable)

Alexis Smith
Witness/Attested by: (Witness Secretary name and title printed or typed)

Alexis Smith
Witness/Secretary Signature

Any blank spaces on the form(s), qualifying notes or exceptions, counter offers, lack of required submittals, or signatures, on County's Form may result in the submission being declared non-responsive by the County.

 **DIVISION of CORPORATIONS**
an official State of Florida website

[Previous on List](#) [Next on List](#) [Return to List](#)
[Filing History](#) [No Authority Info](#) [Partner Info](#) [No Name History](#)

Partnership Detail

Limited Liability Partnership Name

ERNST & YOUNG LLP

Principal Address

5 TIMES SQUARE
NEW YORK, NY 10036
Change Date: 01/13/2010

Filing Information

Document Number	LLP960000079
FEI/EIN Number	133190189
File Date	04/30/1996
State	DE
Total Pages	38
Pages in Original Filing	4
Florida Partners	44
Total Partners	1369
Status	ACTIVE
Effective Date	NONE
Expiration Date	NONE
Name History	NONE

Mailing Address

ERNST & YOUNG LLP
200 PLAZA DRIVE, ATTN: M. OLIVER
SECAUCUS, NJ 07094
Change Date: 12/30/2014

Registered Agent

NRAI SERVICES, INC.
1200 SOUTH PINE ISLAND ROAD
PLANTATION, FL 33324

Document Images

[05/02/1996 - LLP](#)

[07/22/2021 - LLP Business Report](#)

VER: 09-25-2021

Form 1a – Bid/Proposal Form



**PROCUREMENT MANAGEMENT DEPARTMENT
BID/PROPOSAL FORM**

COMPANY NAME: Ernst & Young, LLP

SOLICITATION: RFQ220007BJB – MANAGEMENT CONSULTING SERVICES

Having carefully examined the Contract Documents, Contractor/Vendor proposes to furnish the following which meeting these specifications.

PRICING

Pricing shall be inclusive of all labor, equipment, supplies, overhead, profit, material, and any other incidental costs required to perform and complete all work as specified in the Contract Documents. All Unit Prices will be bid at the nearest whole penny.

In the event there is a discrepancy between a subtotal or total amount and the unit prices and extended amounts, the unit prices will prevail and the corrected extension(s) and total(s) will be considered the price.

The County will only accept bids submitted on bid forms provided by the County. Bids submitted on other forms, other than those provided by the County, will be deemed non-responsive and ineligible for award.

Pricing shall be provided in accordance with Vendor's Contract under the Department of Management Services State Term Contract 89101500-20-1 for Management Consulting Services.

MANAGEMENT CONSULTING SERVICES

Position Title	Description of Duties	Hourly Rate
Partner/Principal	Direct all contract-related activities and provide quality assurance review over the engagement and all deliverables	\$ 325
Senior Manager	Provide information to the County Project Managers, establish and maintain quality control, provide technical support, monitor and report status of projects	\$ 300
Manager	Provide technical support, monitor and report status of projects. Oversee and direct work performed by Senior and Junior Consultants	\$ 240
Senior Consultant	Gather documentation, determine eligibility, assist in project applications, and provide programmatic assistance	\$ 165
Junior Consultant	Gather documentation, determine eligibility, assist in project applications, and provide programmatic assistance	\$ 125
		\$
		\$
		\$
		\$
		\$
		\$
		\$

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Exhibit C
Vendor's Proposal

VER 03-25-2021

Form 2 - Affidavit Certification of Immigration Laws



AFFIDAVIT CERTIFICATION IMMIGRATION LAWS

SOLICITATION NO.: RFQ220007BJB SOLICITATION NAME: Management Consulting Services

LEE COUNTY WILL NOT INTENTIONALLY AWARD COUNTY CONTRACTS TO ANY CONTRACTOR WHO KNOWINGLY EMPLOYS UNAUTHORIZED ALIEN WORKERS, CONSTITUTING A VIOLATION OF THE EMPLOYMENT PROVISIONS CONTAINED IN 8 U.S.C. SECTION 1324 a(e) (SECTION 274A(e) OF THE IMMIGRATION AND NATIONALITY ACT ("INA").

LEE COUNTY MAY CONSIDER THE EMPLOYMENT BY ANY CONTRACTOR OF UNAUTHORIZED ALIENS A VIOLATION OF SECTION 274A(e) OF THE INA. **SUCH VIOLATION BY THE RECIPIENT OF THE EMPLOYMENT PROVISIONS CONTAINED IN SECTION 274A(e) OF THE INA SHALL BE GROUNDS FOR UNILATERAL CANCELLATION OF THE CONTRACT BY LEE COUNTY.** PROPOSER ATTESTS THAT THEY ARE FULLY COMPLIANT WITH ALL APPLICABLE IMMIGRATION LAWS (SPECIFICALLY TO THE 1986 IMMIGRATION ACT AND SUBSEQUENT AMENDMENTS).

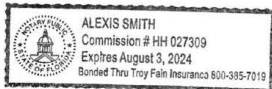
BY REGISTERING AS A VENDOR, SUBMITTING A RESPONSE TO A SOLICITATION, OR ENTERING INTO A CONTRACT, YOU ARE OBLIGATED TO COMPLY WITH THE PROVISIONS OF SECTION 448.095, FLA. STAT., "EMPLOYMENT ELIGIBILITY." FURTHER, BY YOUR REGISTRATION AS A VENDOR, RESPONSE TO A SOLICITATION, ENTERING INTO A CONTRACT, YOU AFFIRM AND REPRESENT THAT YOU ARE REGISTERED WITH THE E-VERIFY SYSTEM AND ARE USING SAME, AND WILL CONTINUE TO USE SAME AS REQUIRED BY SECTION 448.095, F.S. COMPLIANCE WITH SECTION 448.095 INCLUDES, BUT IS NOT LIMITED TO, UTILIZATION OF THE E-VERIFY SYSTEM TO VERIFY THE WORK AUTHORIZATION STATUS OF ALL NEWLY HIRED EMPLOYEES, AND REQUIRING ALL SUBCONTRACTORS TO PROVIDE AN AFFIDAVIT ATTESTING THAT THE SUBCONTRACTOR DOES NOT EMPLOY, CONTRACT WITH, OR SUBCONTRACT WITH, AN UNAUTHORIZED ALIEN. FAILURE TO COMPLY WILL LEAD TO TERMINATION AS A VENDOR, DISQUALIFYING YOU FOR AWARD OF A SOLICITATION, DENIAL OF ENTERING INTO A CONTRACT AND/OR, CANCELLATION OF AN ACTIVE CONTRACT, OR IF YOUR SUBCONTRACTOR KNOWINGLY VIOLATES THE STATUTE, THE SUBCONTRACT MUST BE TERMINATED IMMEDIATELY. ANY CHALLENGE TO TERMINATION UNDER THIS PROVISION MUST BE FILED NO LATER THAN 20 CALENDAR DAYS AFTER THE DATE OF TERMINATION. IF TERMINATED FOR A VIOLATION OF THE STATUTE BY THE VENDOR, THE VENDOR MAY NOT BE ALLOWED TO DO BUSINESS WITH THE COUNTY OR BE AWARDED A SOLICITATION OR CONTRACT FOR A PERIOD OF 1 YEAR AFTER THE DATE OF TERMINATION. ALL COSTS INCURRED TO INITIATE AND SUSTAIN THE AFOREMENTIONED PROGRAMS SHALL BE THE RESPONSIBILITY OF THE VENDOR.

Company Name: Ernst & Young, LLP
Samuel Hughes Signature Title Principal Date 10/18/21

STATE OF Florida
COUNTY OF Leon

The foregoing instrument was signed and acknowledged before me, by means of physical presence or online notarization, this 15th day of October, 2021, by Samuel Hughes who has produced Driver License (Type of Identification and Number) H220-782-68-281-0 as identification. (Print or Type Name)

Alexis Smith
Notary Public Signature



Alexis Smith
Printed Name of Notary Public

HH027309 / August 3, 2024
Notary Commission Number Expiration

The signee of this Affidavit guarantee, as evidenced by the sworn affidavit required herein, the truth and accuracy of this affidavit to interrogatories hereinafter made. **LEE COUNTY RESERVES THE RIGHT TO REQUEST SUPPORTING DOCUMENTATION, AS EVIDENCE OF SERVICES PROVIDED, AT ANY TIME.**

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VER 01-25-2021

Form 3 Reference Survey

Lee County Procurement Management
Reference Survey

Reference surveys submitted can be a maximum of twelve (12) months old. If using a previous reference, Proposers must clearly identify the project name and number the reference is being submitted for:

Project Name & Number: _____

Section 1 Reference Respondent Information		Please return completed form to:	
FROM:	Alan Rosenzweig	Bidder/Proposer:	
COMPANY:	Leon County, Florida	Due Date:	
PHONE #:	(850) 606-5318	Total # Pages:	1
FAX #:		Phone #:	Fax #:
EMAIL:	rosenzweig@leoncountyfl.gov	Bidder/Proposer E-Mail:	
Section 2 Enter Bidder/Proposer Information. If applicable, Similar Performed Project (Bidder/Proposer to enter details of a project performed for above reference respondent)			
Proposer Name: Ernst & Young			
Reference Project Name:	Project Address:	Project Cost:	
CARES Act Grant Administration and Oversight	301 S. Monroe St, Tallahassee, FL	\$2.2 million	
Summary:	EY provided project management services along with leading the technical and program design for grant programs administrated with funding from the CARES Act		
Scope:			
You as an individual or your company has been given as a reference on the project identified above. Please provide your responses in section 3 below.			
Section 3			Indicate: "Yes" or "No"
1. Did this company have the proper resources and personnel by which to get the job done?			Yes
2. Were any problems encountered with the company's work performance?			No
3. Were any change orders or contract amendments issued, other than owner initiated?			No
4. Was the job completed on time?			Yes
5. Was the job completed within budget?			Yes
6. On a scale of one to ten, ten being best, how would you rate the overall work performance, considering professionalism; final product; personnel; resources. <small>Rate from 1 to 10. (10 being highest)</small>			10
7. If the opportunity were to present itself, would you rehire this company?			Yes
8. Please provide any additional comments pertinent to this company and the work performed for you:			
EY's professionalism and expertise ensured a successful project implementation.			
Section 4 Please submit non-Lee County employees as references			
Reference Name (Print Name): Alan Rosenzweig			
Reference Signature: 			

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Lee County Procurement Management
Reference Survey

Reference surveys submitted can be a maximum of twelve (12) months old. If using a previous reference, Proposers must clearly identify the project name and number the reference is being submitted for:

Project Name & Number: _____

Section 1	Reference Respondent Information	Please return completed form to:	
FROM:	Steve Fussell	Bidder/Proposer:	
COMPANY:	Seminole County, Florida	Due Date:	
PHONE #:	(407) 665-1148	Total # Pages:	1
FAX #:		Phone #:	Fax #:
EMAIL:	sfussell02@seminolecountyfl.gov	Bidder/Proposer E-Mail:	

Section 2	Enter Bidder/Proposer information - if applicable. Submit Performed Project (Bidder/Proposer to enter details of a project performed for above reference respondent)		
Proposer Name:	Ernst & Young, LLP		
Reference Project Name:	Project Address:	Project Cost:	
CARES & ARP Grant Administration and Oversight	1011 East First Street Suite 3156 Sanford, Florida 32771	> \$5 million	
Summary:	EY is providing project management services along with leading the technical and program scope: design for funds received via the CARES Act and Emergency Rental Assistance Program using EY Grants Accelerator (EYGA); a proprietary application for grants application processing, administration, and compliance monitoring.		

You as an individual or your company has been given as a reference on the project identified above. Please provide your responses in section 3 below.

Section 3	Indicate: "Yes" or "No"
1. Did this company have the proper resources and personnel by which to get the job done?	Yes
2. Were any problems encountered with the company's work performance?	No
3. Were any change orders or contract amendments issued, other than owner initiated?	No
4. Was the job completed on time?	Yes (ongoing)
5. Was the job completed within budget?	Yes (ongoing)
6. On a scale of one to ten, ten being best, how would you rate the overall work performance, considering professionalism; final product; personnel; resources. Rate from 1 to 10. (10 being highest)	10
7. If the opportunity were to present itself, would you rehire this company?	Yes

8. Please provide any additional comments pertinent to this company and the work performed for you:
Ernst & Young's commitment to improved outcomes for our constituents and business partners has been underscored by the consulting management services they have provided to Seminole County during the pandemic. As a County with a population under 500,000, we received our CARES funding about 2 months later than other larger Counties and had to make up lost time. E&Y was right there with us throughout and it was an easy decision to procure their services for Consolidated Appropriations Act and ARPA funding. E&Y has continued to meet deliverables despite compressed schedules and evolving requirements.

Section 4 Please submit non-Lee County employees as references

Reference Name (Print Name) Stephen P. Fussell

Reference Signature 

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RFQ220007BJB - MANAGEMENT CONSULTING SERVICES

Reference surveys submitted can be a maximum of twelve (12) months old. If using a previous reference, Proposers must clearly identify the project name and number the reference is being submitted for:

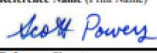
Project Name & Number: _____

Section 1 Reference Respondent Information		Please return completed form to:	
FROM:	Scott Powers	Bidder/Proposer:	Ernst & Young LLP
COMPANY:	Ventura County Executive Office	Due Date:	10/22/2021
PHONE #:	(805) 677-8761	Total # Pages:	1
FAX #:		Phone #:	Fax #:
EMAIL:	Scott.Powers@ventura.org	Bidder/Proposer E-Mail: gina.anders@ey.com	
Section 2 Enter Bidder/Proposer Information - If applicable Similar Performed Project (Bidder/Proposer to enter details of a project performed for above reference respondent)			
Proposer Name: Ernst & Young LLP			
Reference Project Name:	Project Address:	Project Cost:	
County of Ventura, CA	800 S Victoria Ave Ventura, CA 93009		
<small>Scope: EY is assisting us with financial recovery from COVID-19 through a variety of funding streams. Their work includes building out project claims, assisting with monitoring and tracking of over \$100 million in obligations and reimbursement requests, advising on legislation as it relates to scope, eligibility and requirements, performing controls assessments, and supporting compliance monitoring for the \$168 million of Coronavirus Relief Funds and approximately \$40 million of Provider Relief Funds. EY has also assisted with the administration, oversight, and application review of a grant program to provide financial assistance to businesses that were affected by the pandemic. EY is also assisting with CDBG-DR grants and regularly meets with us to discuss response efforts, documentation tracking, and financial recovery plans.</small>			
You as an individual or your company has been given as a reference on the project identified above. Please provide your responses in section 3 below.			
Section 3			Indicate: "Yes" or "No"
1. Did this company have the proper resources and personnel by which to get the job done?			Yes
2. Were any problems encountered with the company's work performance?			No
3. Were any change orders or contract amendments issued, other than owner initiated?			Yes
4. Was the job completed on time?			Yes
5. Was the job completed within budget?			Yes
6. On a scale of one to ten, ten being best, how would you rate the overall work performance, considering professionalism; final product; personnel; resources. <small>Rate from 1 to 10. (10 being highest)</small>			8
7. If the opportunity were to present itself, would you rehire this company?			Yes
8. Please provide any additional comments pertinent to this company and the work performed for you: The resources Ernst and Young provided have allowed the County of Ventura to competently navigate the funding and compliance challenges presented by COVID. Their guidance and implementation team (Business Assistance Grant) has been instrumental in our rollout of the Coronavirus Relief Fund, Provider Relief Fund, FEMA Claims, CDBG-Mit and most recently the American Rescue Plan SLFRF.			

Section 4 Please submit non-Lee County employees as references

Scott Powers

Reference Name (Print Name) _____



Reference Signature _____

Exhibit C
Vendor's Proposal

VER: 03-23-2021

Form 4 - Negligence or Breach of Contract Disclosure Form

REVISED 02/22/2017



ALLEGED NEGLIGENCE OR BREACH OF CONTRACT
DISCLOSURE FORM

Please fill in the form below. Provide each incident in regard to alleged negligence or breach of contract that has occurred over the past 10 years. Please compete in chronological order with the most recent incident on starting on page 1. Please do not modify this form (expansion of spacing allowed) or submit your own variation.

Company Name: Ernst & Young, LLP

Type of Incident <i>Alleged Negligence or Breach of Contract</i>	Incident Date And Date Filed	Plaintiff <i>(Who took action against your company)</i>	Case Number	Court <i>County/State</i>	Project	Claim Reason <i>(initial circumstances)</i>	Final Outcome <i>(who prevailed)</i>
Please see below							

Make as many copies of this sheet as necessary in order to provide a 10-year history of the requested information. If there is no action pending or action taken in the last 10 years, complete the company name and write "NONE" in the first "Type of Incident" box of this page and return with your proposal package. This form should also include the primary partners listed in your proposal. Do not include litigation with your company as the plaintiff. Final outcome should include who prevailed and what method of settlement was made. If a monetary settlement was made the amount may remain anonymous.

Page Number: 1 of 2 Total pages

Update the page number to reflect the current page and the total number of pages. Example: Page 3, of 5 total submitted pages of this form. Proposals may be declared "non-responsive" due to omissions of "Negligence or Breach of Contract" on this disclosure form. Additionally, proposals may be declared "not responsible" due to past or pending lawsuits that are relevant to the subject procurement such that they call into question the ability of the proposer to assure good faith performance. This determination may be made by the Procurement Management Director, after consulting with the County Attorney.

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Exhibit C
Vendor's Proposal

As a firm of EY's size (\$30B in revenues and tens of thousands of contracts) there are sometimes instances where EY has not been able to complete a contract, due numerous circumstances, most often circumstances such as conflict of interest that come up after contract award, regulatory changes, loss of appropriations, termination for convenience, etc. It is not EY's standard practice to keep a listing of these instances or the circumstances.

Form 5 - Affidavit Principal Place of Business



AFFIDAVIT PRINCIPAL PLACE OF BUSINESS

Instructions: Please complete all information that is applicable to your firm

Company Name: Ernst & Young, LLP

Samuel Hughes

Principal

Printed name of authorized signer

Title

Samuel Hughes

Authorized Signature

10/18/21

Date

The signee of this Affidavit guarantee, as evidenced by the sworn affidavit required herein, the truth and accuracy of this affidavit to interrogatories hereinafter made. **LEE COUNTY RESERVES THE RIGHT TO REQUEST SUPPORTING DOCUMENTATION, AS EVIDENCE OF SERVICES PROVIDED, AT ANY TIME.**

The foregoing instrument was signed and acknowledged before me, by means of physical presence or online notarization, this 18th day of October 2021, by Samuel Hughes who has produced Driver License #220-782-68-281-0 as identification. (Type of Identification and Number)

Notary:

State of Florida

County of Leon

Alexis Smith

Notary Public Signature



#H027309 / August 3, 2024

Notary Commission Number and expiration

- Principal place of business is located within the boundaries of:
 - Lee County
 - Collier County
 - Non-Local
- Local Business Tax License # N/A
- Address of Principal Place of Business: 5 Times Square
New York, NY 10036
- Number of years at this location: years
- Have you provided goods or services to Lee County on a regular basis within the past 3 consecutive years: Yes* No *If yes, attach contractual history for past 3 consecutive years
- Number of available employees for this contract:
- Does your company have a Drug Free Workplace Policy: Yes No Please see proposal

Form 6-Sub-contractor/consultant List



SUB-CONTRACTOR/CONSULTANT LIST

Sub-Contractor/Consultant Company Name	Area Of Work	Point Of Contact Or Project Supervisor	Contact Info Phone or Email	Qualified DBE, MBE, WBE, VBE or Similar	Amount or Percentage of Total
Not applicable					

Please include sub-contractor/consultant name, area of work (i.e. mechanical, electrical, etc.) and a **valid** phone number and/or email. Also include the dollar value or percentage that the sub-contractor/consultant will be performing. If sub-contractor/consultant qualifies as a current certificate Florida Certified Business Enterprise such as MBE, WBE, DBE, VBE or similar please indicate such above and provide proof of certification.

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Exhibit C
Vendor's Proposal

VER 03-25-2021

Form 7: Public Entity Crime Form

Page 1 of 2

This form must be signed and sworn to in the presence of a notary public or other officer authorized to administer oaths.

1. This sworn statement is submitted to Lee County
(Print name of the public entity)
- by Samuel Hughes, Principal
(Print individual's name and title)
- for Ernst & Young, LLP
(Print name of entity submitting sworn statement)
- whose business address is 210 E. College Ave, Tallahassee, FL 32301
- (If applicable) its Federal Employer Identification Number (FEIN) is 34-6565596
- (If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement: On the attached sheet.) Required as per IRS Form W-9.
2. I understand that a "public entity crime" as defined in Paragraph 287.133(1) (g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including but not limited to, and bid or contract for goods or services to be provided to any public entity or agency or political subdivision or any other state or of the United States, and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1) (b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
1. A predecessor or successor of a person convicted of a public entity crime:
or:
 2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those offices, directors, executives, partners, shareholders, employees, members and agents who are active in the management of the affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not fair market value under an arm's length agreement, shall be a facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
5. I understand that a "person" as defined in Paragraph 287.133(1) (c), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of the entity.
6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting those sworn statement. (Please indicate which statement applies.)
- Neither the entity submitted this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity nor affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.

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Exhibit C
Vendor's Proposal

VER 03-25-2021

Form 7 Continued: Public Entity Crime Form

Page 2 of 2

_____ The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, member, or agents who are active in management of the entity, or an affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.

_____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, member, or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearing and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (Attach a copy of the final order)

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

Samuel Hughes
(Signature)

10/18/21
(Date)

STATE OF Florida
COUNTY OF Leon

The foregoing instrument was signed and acknowledged before me, by means of physical presence or online notarization, this 18th day of October 2021, by Samuel Hughes who has produced Driver License (Print or Type Name) H220-782-68-281-0 as identification. (Type of Identification and Number)

Alexis Smith
(NOTARY PUBLIC)

My Commission Expires: August 3, 2024



42 RFQ220007BJB - MANAGEMENT CONSULTING SERVICES

VFR 03-75-2021

Form 8: Certification of Lobbying Activities (Required)

LOBBYING

For contracts over \$100,000

31 U.S.C. 1352

49 CFR Part 19

49 CFR Part 20

The Lobbying requirements apply to Construction/Architectural and Engineering/Acquisition of Rolling Stock/Professional Service Contract/Operational Service Contract/Turnkey contracts.

The Lobbying requirements mandate the maximum flow down, pursuant to Byrd Anti-Lobbying Amendment, 31 U.S.C. § 1352(b)(5) and 49 C.F.R. Part 19, Appendix A, Section 7.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

[Note: Pursuant to 31 U.S.C. § 1352(c)(1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure.]

The Contractor, Ernst & Young, LLP, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. A 3801, *et seq.*, apply to this certification and disclosure, if any.

Date October 18, 2021

Print Name of Authorized Official Samuel Hughes

Title Principal

Signature of Authorized Official *Samuel B. Hughes*

Company Name Ernst & Young, LLP

Company Address 210 E. College Ave, Tallahassee, FL 32301

Exhibit C
Vendor's Proposal

YEE: 03-22-2021

Form 9: Disclosure of Lobbying Activities (if applicable)

DISCLOSURE OF LOBBYING ACTIVITIES		
Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352		Approved by OMB 4040-0013
1. * Type of Federal Action: <input type="checkbox"/> a. contract <input checked="" type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	2. * Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input checked="" type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	3. * Report Type: <input checked="" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change
4. Name and Address of Reporting Entity: <input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subawardee * Name: <input type="text" value="Not applicable"/> * Street 1: <input type="text"/> * Street 2: <input type="text"/> * City: <input type="text"/> State: <input type="text"/> Zip: <input type="text"/> Congressional District, if known: <input type="text"/>		
5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime: <input type="text"/> <input type="text"/> <input type="text"/>		
6. * Federal Department/Agency: <input type="text" value="Not applicable"/>		7. * Federal Program Name/Description: <input type="text" value="Not applicable"/> <small>CPDA Number, if applicable:</small> <input type="text"/>
8. Federal Action Number, if known: <input type="text"/>		9. Award Amount, if known: \$ <input type="text"/>
10. a. Name and Address of Lobbying Registrant: Prefix: <input type="text"/> * First Name: <input type="text" value="Not applicable"/> Middle Name: <input type="text"/> * Last Name: <input type="text"/> Suffix: <input type="text"/> * Street 1: <input type="text"/> * Street 2: <input type="text"/> * City: <input type="text"/> State: <input type="text"/> Zip: <input type="text"/>		
b. Individual Performing Services (including address if different from No. 10a) Prefix: <input type="text"/> * First Name: <input type="text"/> Middle Name: <input type="text"/> * Last Name: <input type="text"/> Suffix: <input type="text"/> * Street 1: <input type="text"/> * Street 2: <input type="text"/> * City: <input type="text"/> State: <input type="text"/> Zip: <input type="text"/>		
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the Fed above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure. * Signature: <input type="text" value="Not applicable"/> * Name: Prefix: <input type="text"/> * First Name: <input type="text"/> Middle Name: <input type="text"/> * Last Name: <input type="text"/> Suffix: <input type="text"/> Title: <input type="text"/> Telephone No.: <input type="text"/> Date: <input type="text"/>		
Federal Use Only:		Authorized for Local Reproduction Standard Form - LLL (Rev. 7-97)

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Exhibit C
Vendor's Proposal

VER 03-25-2021

Form 10 Continued: Immigration Law Affidavit Certification (Required)

Attachment: Immigration Law Affidavit Certification

Solicitation # and Title : RFQ220007BJB - Management Consulting Services

This Affidavit is required and should be signed, notarized by an authorized principal of the firm and submitted with formal Invitations to Bid (ITB's) and Request for Proposals (RFP) submittals. Further, Vendors / Bidders are required to enroll in the E-Verify program, and provide acceptable evidence of their enrollment. Acceptable evidence consists of a copy of the properly completed E-Verify Company Profile page or a copy of the fully executed E-Verify Memorandum of Understanding for the company.

Lee County will not intentionally award County contracts to any vendor who knowingly employs unauthorized alien workers, constituting a violation of the employment provision contained in 8 U.S.C. Section 1324 a(e) Section 274A(e) of the Immigration and Nationality Act ("INA").

Lee County may consider the employment by any vendor of unauthorized aliens a violation of Section 274A (e) of the INA. Such Violation by the recipient of the Employment Provisions contained in Section 274A (e) of the INA shall be grounds for unilateral termination of the contract by Lee County.

Vendor attests that they are fully compliant with all applicable immigration laws (specifically to the 1986 Immigration Act and subsequent Amendment(s)) and agrees to comply with the provisions of the Memorandum of Understanding with E-Verify and to provide proof of enrollment in The Employment Eligibility Verification System (E-Verify), operated by the Department of Homeland Security in partnership with the Social Security Administration at the time of submission of the Vendor's / Bidder's proposal.

Company Name Ernst & Young, LLP
Print Name Samuel Hughes Title Principal
Signature *Samuel Hughes* Date 10/18/21
State of Florida
County of Leon

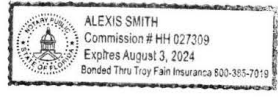
The foregoing instrument was signed and acknowledged before me, by means of physical presence or online notarization, this 18th day of October, 2021, by

Samuel Hughes who has produced Driver License H226-782-68-281-0 as identification.
(Print or Type Name) (Type of Identification and Number)

Alexis Smith
Notary Public Signature

Alexis Smith
Printed Name of Notary Public

August 3, 2024 / HH027309
Notary Commission Number/Expiration



The signee of these Affidavit guarantees, as evidenced by the sworn affidavit required herein, the truth and accuracy of this affidavit to interrogatories hereinafter made.

Form 11 - Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion (Required)

**Certification Regarding
Debarment, Suspension, Ineligibility
And Voluntary Exclusion**

CONSULTANT/CONTRACTOR/VENDOR Covered Transactions

- (1) The prospective CONSULTANT/CONTRACTOR/VENDOR, Ernst & Young, LLP, of the Sub-Recipient certifies, by submission of this document, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- (2) Where the Sub-Recipient's subcontractor is unable to certify to the above statement, the prospective subcontractor shall attach an explanation to this form.

CONSULTANT/CONTACTOR/VENDOR

Ernst & Young, LLP

By: *Samuel B Hughes*
Signature
Samuel Hughes, Principal

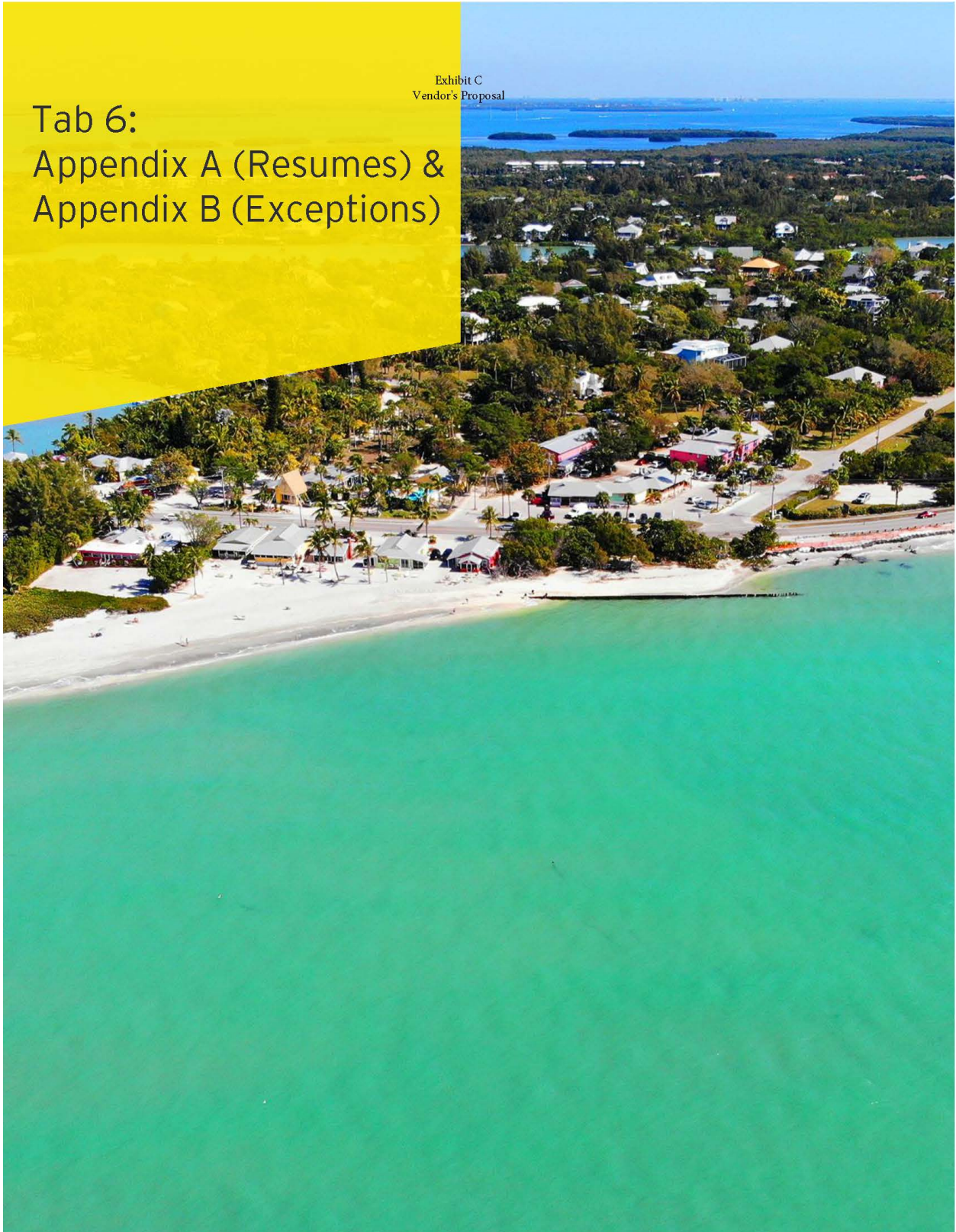
Name and Title
210 E. College Ave

Street Address
Tallahassee, FL 32301

City, State, Zip

October 18, 2021
Date

Tab 6:
Appendix A (Resumes) &
Appendix B (Exceptions)



Tab 6: Appendix A (Resumes) & (Appendix B Exceptions)

Exhibit C
Vendor Proposal

Barb Lambert

PARTNER, EY



Contact

barb.lambert@ey.com

Areas of Expertise

Emergency Management & Response
American Rescue Plan Act
FEMA Declared Disasters
Coronavirus Relief Fund

Education

Bachelor of Business Administration, University of Michigan
Master of Business Administration, Wharton School at the University of Pennsylvania

Certifications and

Memberships

Certified Public Accountant – Virginia and the District of Columbia
Certified Fraud Examiner

Barb is a Partner in EY's Forensics practice, which includes our specialty practice related to Insurance & Federal Claims Services. She is based in the greater Washington, DC area, and has extensive experience supporting public sector entities, including federal government, state and local governments across the country and is currently overseeing multiple projects in the state of Florida. She has extensive experience supporting public sector entities, including federal government, state and local governments across the country and is currently overseeing multiple projects in the state of Florida.

Select Relevant Experience

- ▶ Barb is currently leading numerous American Rescue Plan Act (ARPA), CARES Act and FEMA PA, projects. These projects relate to funding streams such as the Coronavirus Relief Fund (CRF), Emergency Rental Assistance Program (ERAP), State and Local Fiscal Recovery Funds (SLFRF), Child Care Stabilization Grants, and Child Care and Development Fund (CCDF) supplemental funding.
- ▶ Barb is currently overseeing multiple engagements with counties and cities in Florida to assist in their allocation of CRF funding from the state and the Department of the Treasury. Barb is currently overseeing multiple engagements with counties and cities in Florida to assist in their allocation of CRF and ARPA funding from the Department of the Treasury and other federal agencies. She led an EY team in building funding programs for Florida small businesses and individuals that were affected by COVID-19 and provided oversight and guidance to confirm that these programs comply with the guidelines set by the Department of Treasury, as required by the Uniform Guidance (2 CFR 200) and with state and local policies and laws. Barb is also leading implementations of post-award monitoring of subrecipients consistent with 2 CFR 200 and state-specific requirements.
- ▶ She has supported our clients with administering large-scale individual assistance, non-profit, and small business grant programs -- often leveraging integrated technology platforms.
- ▶ She has also assisted many state and local government clients in risk assessments, the development of compliance programs in accordance with Uniform Guidance, and the performance of large-scale subrecipient monitoring programs at the state level.
- ▶ She has supported her clients in their interactions with federal regulators on numerous occasions.
- ▶ Barb has assisted companies with the preparation, presentation, and settlement of their claims resulting from catastrophic hurricanes, tornadoes, fires, and other disasters.
- ▶ Barb is a frequent presenter in the market and is a contributing author of Ernst & Young's Guide to Investigating Business Fraud published by the American Institute of Certified Public Accountants (AICPA).

John Shaw

SENIOR MANAGER, EY



Contact

John.M.Shaw@ey.com

Areas of Expertise

FEMA Programs
HMGP
Risk Assessment
Coronavirus Relief Fund
American Rescue Plan Act
Emergency Rental Assistance Program

Education

Bachelor of Arts, Florida State University
Master of Science in Planning, Florida State University
Master of Public Administration, Florida State University

Certifications and Memberships

Certified Emergency Manager
International Association of Emergency Managers

John specializes in assisting clients with grants management, emergency management, preparedness planning, disaster resilience, mitigation and infrastructure protection. John has over a decade of emergency management experience.

Select Relevant Experience

- ▶ John is currently assisting clients across the nation with the administration, identification and maximization of their COVID-19 Federal reimbursement grants, including ARPA, CRF and ERAP. He has performed compliance risk assessments for multiple clients to reduce the potential for Federal de-obligation of awarded funds and has presented via webinar and conference presentations to local and state leaders on COVID-19 cost compliance.
- ▶ Served as Director of Emergency Management for Alachua County, Florida and he led the County's response to Hurricane Irma and a white nationalist rally/counterprotest at a land-grant research university. In this role, he developed and led many topical trainings on preparedness, response and recovery.
- ▶ He led emergency preparedness planning and disaster recovery for one of the largest metropolitan areas in Florida during his tenure as the Emergency Preparedness Supervisor for the Consolidated City of Jacksonville/Duval County, Florida. Additionally, he coordinated physical and cyber security infrastructure protection assessments for the City. He was also responsible for the successful application, management, budgeting, and implementation of dozens of federal and non-federal public safety grants.

Greg Eaton

EXECUTIVE DIRECTOR, EY



Florida Experience

Contact

Gregory.W.Eaton@ey.com

Areas of Expertise

CARES Act
American Rescue Plan Act
HUD CDBG-DR
FEMA Programs
HMGP

Education

M.S., Financial Management -
Naval Post Graduate School -
California
M.A., Homeland Defense -
Naval Post Graduate School -
California

Certifications and Memberships

Certified Emergency Manager
International Association of
Emergency Managers

Greg has extensive experience with the Federal Emergency Management Agency (FEMA), as well as military and financial services industry experience. His experience and perspectives have led to challenging roles such as the FEMA Region 6 Recovery Division Director, assigned to the most active FEMA region in the country and as a Federal Coordinating Officer leading Presidentially declared major disasters.

Select Relevant Experience

- ▶ Greg has been actively involved in navigating multiple funding sources to maximize disaster assistance funding and understanding the compliance requirements of each program. This includes the various COVID-19 Federal funding under the CARES Act and the American Rescue Plan, FEMA's Public Assistance and Hazard Mitigation Programs as well as HUD's CDBG-DR. Each of these programs have different eligibility and compliance requirements from the Granting Agency.
- ▶ Assisted the Central Office of Recovery, Reconstruction and Resiliency in the aftermath of the devastating impacts of Hurricane Maria in 2017 to draft the Governor's request to Congress for additional funding to support the recovery efforts In Build Back Better which the Governor delivered to Congress in November 2017. In addition, Greg assisted the Central Office of Recovery, Reconstruction and Resiliency in drafting the Governor's recovery strategy - Transformation and Innovation in the Wake of Devastation: An Economic and Disaster Recovery Plan for Puerto Rico.
- ▶ Assisted the Oklahoma Department of Commerce in a Duplication of Benefits Analysis and Subrecipient Monitoring program for the Department's Community Development Block Grant Program (CDBG-DR). The analysis and monitoring covered the 2013 and 2014 grant allocation of \$93.7 million and included analysis of insurance, various FEMA grant programs (Public Assistance, Individual Assistance, Hazard Mitigation Grant Program, Pre-Disaster Mitigation), Small Business Association and donated resources.
- ▶ Assisted the State of Colorado Department of Public Safety, Division of Homeland Security and Emergency Management in establishing and executing a consolidated Subrecipient Monitoring program for fourteen (14) federal grant programs. This effort included the consolidation of federal guidance requirements between legacy OMB circulars and the Uniform Grant Guidance (2 CFR).

William Craig Fugate

SUBJECT MATTER RESOURCE, EY



Contact

William.Fugate@ey.com

Areas of Expertise

Emergency Management & Response
Community Organization
FEMA Declared Disasters
FEMA Programs

Education

Santa Fe College

Craig served as President Barack Obama's FEMA Administrator from May 2009 to January 2017. Previously, he served as Florida Governor Jeb Bush's Emergency Management Director from 2001-2009. Fugate led FEMA through multiple record-breaking disaster years and oversaw the federal government's response to major events such as the Joplin and Moore Tornadoes, Hurricane Sandy, Hurricane Matthew and the 2016 Louisiana flooding.

Select Relevant Experience

- ▶ Craig set a clear and compelling vision, mission and priorities for FEMA and relentlessly drove the Agency to achieve better outcomes for survivors. FEMA's effectiveness in dealing with more than 500 Presidentially-declared major disasters and emergencies under Craig's leadership restored the faith of the American people in the federal government's ability to respond to disasters. Prior to his tenure at FEMA, Craig was widely praised for his management, under Governor Jeb Bush, of the devastating effects of the 2004 and 2005 Florida hurricane seasons (Charley, Frances, Ivan, Jeanne, Dennis, Katrina and Wilma).
- ▶ During his tenure, Craig focused not only on restoring FEMA's response capabilities but on promoting emergency management as a community and shared responsibility. Craig instituted a permanent effort to build the nation's capacity to stabilize a catastrophic event within 72 hours. He drove completion of Presidential policy on national preparedness and implemented the National Preparedness System to build unity of effort to address the nation's most significant risks. On Craig's watch, FEMA awarded more than \$19 billion in preparedness grants, supported more than 700 drills and exercises in 47 states and had more than 40 million participants take part in grassroots community preparedness drills.
- ▶ FEMA under Craig's leadership fostered a balanced, community-oriented approach to emergency management that builds sustainable and resilient communities before and after disaster strikes. FEMA invested more than \$7 billion in hazard mitigation assistance during Craig's tenure even as the Agency took steps to require disaster recipients to rebuild to hazard-resistant codes and standards in FEMA-funded post-disaster grant projects.
- ▶ Prior to his service in the Obama Administration, Craig served as Florida's Emergency Management Director. As the State Coordinating Officer for 11 Presidentially declared disasters, he managed more than \$4 billion in federal disaster assistance. In 2004, Craig managed the largest federal disaster response in Florida history as four major hurricanes - Charley, Frances, Ivan and Jeanne - impacted the state in quick succession.

Matthew Jadacki

EXECUTIVE DIRECTOR, EY



Contact

Matt.Jadacki@ey.com

Areas of Expertise

FEMA Programs
Internal Controls
Federal Procurement
Violations
Coronavirus Relief Fund
Disaster Management

Education

Bachelor of Science (Business Administration), University of Maryland

Certifications and Memberships

Certified Public Accountant
Certified Government
Financial Manager
Member of Association of
Government Accountants

Matt joined EY after 30 years of public service as a senior executive with the Federal Government, with the last 20 directly related to FEMA and disaster program-related activities. He managed compliance and performance audits of disaster funds in almost every State and FEMA region. Matt also managed dozens of comprehensive studies of federal, state and local disaster preparedness programs and assessments of DHS Incident Planning and Catastrophic planning.

Select Relevant Experience

- ▶ Matt held several senior financial and emergency management positions in the Federal Government. He was Chief Financial Officer/Chief Administration Officer for the National Weather Service, a component of the National Oceanic and Atmospheric Administration of the U.S. Department of Commerce.
- ▶ Matt spent 15 years in FEMA in various senior level positions, including Chief Financial Officer and Audit Director for the Office of Inspector General. He served as the Chief Financial Officer of FEMA responsible for all FEMA disaster funding (\$8.8 billion) associated with the 9/11 terrorist attacks.
- ▶ Matt also was Deputy Inspector General for Disaster Assistance Oversight in the Department of Homeland Security, where he served as Special Inspector General for Gulf Coast Hurricane Recovery.
- ▶ Matt has assisted government entities with obtaining disaster relief through multiple funding sources, including various COVID-19 federal funding sources under the CARES Act and the American Rescue Plan, FEMA's Public Assistance and Hazard Mitigation Programs as well as HUD's CDBG-DR. Matt has also assisted federal contractors with maintaining compliance under the Davis-Bacon and Related Acts.
- ▶ He has worked on dozens of major disasters including Hurricane Sandy, Hurricane Katrina, the Northridge Earthquake, the Columbia Space Shuttle crash, Midwest floods, and Hurricane Andrew. His reports identified hundreds of millions of ineligible and disallowed expenses and non-compliance with laws and regulations, including significant violations of federal procurement regulations, internal control weaknesses, and related project accounting issues. As a result of his work, Matt has testified as an expert witness before both Senate and House committees more than 30 times on various topics, including disaster management, fraud, disaster preparedness, and other related issues.
- ▶ He assisted DHS during Katrina with overseeing work to ensure that agency internal controls were in place to prevent fraud, waste, and abuse; ensure the IG investigative activities were coordinated with the Do's Hurricane Katrina Fraud Task Force; and ensure the IG community was executing its hurricane relief oversight efforts in a coordinated fashion.

Exhibit C
Vendor's Proposal

Samuel Hughes

PRINCIPAL, EY



Contact

samuel.hughes@ey.com

Areas of Expertise

FEMA Programs
Operational Strategy
Accounting Systems
Redesign
Cost Reduction

Education

Bachelor of Arts (Economics)
-Washington University
Master of Arts (Economics) -
Washington University

Certifications and Memberships

Lean Six Sigma Advanced
Green Belt
The Open Group Architecture
Framework (TOGAF) #78375

Sam Hughes is the Practice Leader for EY's State of Florida account team. He has over 20 years of experience working with large commercial and government organizations in the areas of strategy, technology, process improvement, and organizational transformation. In addition to the State of Florida, Sam's clients have included the US Navy, US Army, AT&T, Hewlett-Packard, JCI and Viacom.

Select Relevant Experience

- ▶ Sam is serving as a program director for CARES Act funding distributed to individuals and small businesses in Leon County. This program included deployment of a secure, easy-to-use, public-facing portal, as well as a back-end workflow and application processing tool. The solution leveraged the Microsoft PowerApps Platform to rapidly deploy an end-to-end technology solution to successfully intake and process thousands of applications.
- ▶ Sam served as strategic advisor for the deployment of a transformational performance measurement approach in one of the world's largest defense departments. This program focused on establishing a high level of performance measurement discipline to understand critical cause-and-effect relationships affecting strategic military readiness issues.
- ▶ Sam led the operating model transformation for the procurement organization of one of the world's largest healthcare providers to drive material cost savings through process efficiency and spend economies.
- ▶ Sam served as strategic advisor for a Fortune 50 technology company's redesign of capital allocation processes, governance, and supporting tools.
- ▶ Sam managed a strategic cost reduction project for a Fortune 500 commercial healthcare provider to rapidly identify, validate and drive material savings across a range of functions/processes.

Appendix B: Contract Considerations

As part of our response to the RFQ, we have reviewed the terms and conditions set forth therein. While we are willing to enter into an engagement agreement based upon the proposed terms, we do have comments about certain terms therein and have provided those below. While we have tried to be thorough, we cannot guarantee we have identified all issues that may arise during the process of finalizing the engagement agreement. Our proposal to provide services is contingent on the execution of a mutually satisfactory engagement agreement between us and we expect to resolve any open items related to engagement terms to our mutual satisfaction.

4. - EY performs reasonable background checks as a condition of employment upon hiring. We will work with the County to ensure that employees on-boarded, who are deemed to require further investigation, cooperate in such activities as directed and performed by the County. Alternate candidates will be provided should any proposed personnel not meet the standards required.

6. - We can agree to commercially reasonable confidentiality obligations. Confidentiality terms should provide that we may disclose information if required by law or professional standards and then we may provide client information to our subcontractors and to third parties providing us with administrative support services so long as such parties are bound by confidentiality obligations no less stringent than those to which we are bound.

21.6 - Our agreements generally provide that we may terminate immediately if we reasonably determine that we can no longer provide the Services in accordance with applicable law or professional obligations.

24. - While we can agree to commercially reasonable insurance requirements, we may need to seek certain changes to this section consistent with our firm policy on such matters. EY does not provide copies of declaration pages, only certificates of insurance as evidence of coverage.

Other Matters:

Disputes/Arbitration/Mediation - In the event a client views our services as having been rendered otherwise than in compliance with the agreement our approach is to enter into good faith discussions with the client to arrive at a mutually acceptable resolution of the matter. Our firm policy favors the speedy and amicable resolution of disputes through mediation and arbitration conducted in accordance with the Rules for Non-Administered Arbitration of the CPR International Institute for Conflict Prevention and Resolution.

Intellectual Property or Ownership - Our clients generally own our reports and other deliverables provided to them, subject to restrictions on their distribution to third parties and our retention of ownership of certain data, modules, leading practices, and specifications developed or used by EY or its licensors, or to which EY otherwise has rights, including enhancements and improvements developed in the course of performing the services.

Limitation of Liability - We generally limit our total aggregate liability under an Agreement to the fees paid to EY for the services under which any liability is principally alleged to arise. We generally provide that EY will not in any case be liable for consequential, incidental, indirect, punitive, or special damages, or attorney's fees.

EY | Building a better working world

EY exists to build a better working world, helping to create long-term value for clients, people and society and build trust in the capital markets.

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Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

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