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WORLDWIDE CONSULTING

Gulf Consortium



RFP # BC-011-10-17-16

Management Services for Gulf Consortium

January 10, 2017

ORIGINAL

North Highland
3800 Esplanade Way, Suite 160
Tallahassee, FL 32311
www.northhighland.com

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LEON COUNTY

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Tab A Firm Introduction and Transmittal Letter

A.1 Proposal Response Cover Sheet Form

This page is to be completed and included as the cover sheet for your Proposal prepared in response to the subject Request for Proposals (RFP).

The Gulf Consortium, reserves the right to accept or reject any and/or all Proposals in the best interest of the Consortium.

Shelly Kelly, Leon County Purchasing Director

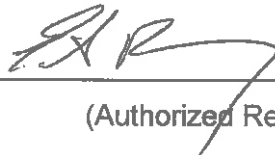
Lynn Hoshihara, General Counsel, Gulf Consortium

This solicitation response is submitted in response to the subject RFP by the below named firm/individual by the undersigned authorized representative.

The North Highland Company, LLC

(Firm name)

BY



(Authorized Representative)

____ Scott Rainey _____

(Printed or Typed Name)

ADDRESS _____ 3800 Esplanade Way, Suite 160

CITY, STATE, ZIP _____ Tallahassee, FL 32311

TELEPHONE _____ 850-222-4733

FAX _____ 850-222-4744

ADDENDA ACKNOWLEDGEMENTS: (IF APPLICABLE)

N/A

A.2 Letter of Transmittal

In this section we include the following information per the request of the RFP.

1. Brief Summary of Key Points of the Proposal
2. Company Information
3. Declaration of Proposal

A.2.1 Brief Summary of Key Points of the Proposal

The North Highland Company (North Highland) is pleased to submit the following response to the Gulf Consortium's Request for Proposal for Management Services. North Highland is an international management and technology consulting company providing services to government and private sector clients in the areas of program/project management, business and IT strategy, risk management, marketing strategy, process analysis, design and improvement.

We understand that the Gulf Consortium is seeking the services of a firm to provide professional management services. These services include a number of capabilities that North Highland has extensive experience in providing. The RFQ identified 17 areas of scope that the selected firm would need to provide through the "General Manager" (henceforth referred to as the "Project Manager"). The table below summarizes the 17 areas and identifies how we will support the need. We have categorized the capabilities into Program/Project Management, Financial Management, Stakeholder Management, Administrative Management and Communications.

Scope Item	Capability	Approach
1. Serve as Consortium Manager to administer operations	Program/Project Management	Leverage our deep experience in program management to establish a Program Management Office and provide a Project Manager with over 25 years of experience in managing complex projects with multiple stakeholders
2. Maintain official records	Administrative Management	Establish SharePoint site (or other accessible document management tool) to store all documents
3. Schedule and provide logistics for Board Meetings	Administrative Management	Use Outlook or other calendaring tool to coordinate with all meeting attendees
4. Prepare agenda, resolutions, and other communications	Communications	Leverage North Highland's communication strategy approach to define a communications approach

Scope Item	Capability	Approach
		and bring in a Communications Expert to assist in the process
5. Prepare annual budget	Financial Management	Bring in a CPA currently with North Highland to prepare
6. Financial management and accounting services	Financial Management	Bring in a CPA currently with North Highland to prepare
7. Contracting support	Program Management	Leverage our Project Manager's experience in creating and negotiating contracts for over 25 years
8. Regularly communicate with and report to the Board	Communications	Develop Communications Plan and bring in our Communications Expert
9. Attend meetings	Program/Project Management	Our Project Manager, along with a Deputy Manager, will attend meetings to make sure all notes are properly captured
10. Perform follow-up matters from meetings	Administrative Management	Develop detailed notes from meetings, including all follow-up actions with due dates and provide regular updates to the Board
11. Support management of governing documents	Program/Project Management	Maintain a common set of policy, procedures, and governing documents and change at the behest of the Board
12. Monitor status and provide advice	Program/Project Management	Leverage experience in managing complex programs and bring environmental experts to discussions as needed
13. Respond to inquiries	Program/Project Management	Provide contact information for all Board members along with back-up numbers (Deputy Project Manager)
14. Contracting support	Program/Project Management	Leverage our Project Manager's experience in

Scope Item	Capability	Approach
		creating and negotiating contracts for over 25 years
15. Assist with State Expenditure Plan	Program/Project Management	Leverage our Project Manager's experience in developing multiple Feasibility Studies, Business Cases, Advanced Planning Documents (APD) and other general planning documents
16. Assist in establishing administrative structure	Program/Project Management	Leverage our Project Manager's experience in establishing multiple governance structures for complex, multi-stakeholder projects
17. Additional Services	Stakeholder Management Grants Management	North Highland has a team of people that bring a wealth of experience that may be relevant for the Consortium in the future. For example, we have a Stakeholder Management Strategy for environmental projects. While not asked for by the RFQ, this will be a useful tool to assist in identifying key stakeholders and providing needed transparency to the program. We also have a grants management approach that can assist the Consortium as they work with the State Council.

Table A-1: Services to be Provided by North Highland

In Tab D, we provide a more comprehensive discussion on our approach to the requested services. We are confident we have proposed a Project Manager that meet the needs of the Consortium. We are also proposing supporting resources that bring very specific skills and support for our Project Manager. We have proposed a Communications Expert to assist with communications. We have proposed a Financial Expert to assist in the annual budget and financial management tasks. We have proposed an Environmental Expert to provide guidance on specific environmental issues. Finally, we have proposed a Deputy Project Manager to assist the Project Manager and serve as a back-up if the need arrives. This gives the Consortium the confidence that North Highland can fully support the program.

We are pleased to have the opportunity to provide the management services requested in the RFP. We believe North Highland is the best choice for the Consortium based on the following:

- We are local and are proposing resources that live and work in Tallahassee
- We understand the challenge of working with multiple counties from our experience with the County Clerks
- We have key relationships with State stakeholders such as Department of Environmental Protection
- We are proposing a Project Manager with over 25 years of experience managing complex initiatives and that has been working with regulatory agencies for over 15 years
- We are proposing a support team that brings deep skills in critical areas including financial management, communications, administrative support, and environmental issues
- We have additional capabilities that can be leveraged by the Consortium over the life of the project
- We are committed to the Consortium's success

We ask that you select North Highland as your management services partner.

A.2.2 Company Information

Business Name: The North Highland Company, LLC

Business Address: 3800 Esplanade Way, Suite 160, Tallahassee FL 32311

Authorized Name(s): Scott Rainey, Associate Vice President, scott.rainey@northhighland.com, 850-321-4198

Primary Contact: Greg Martin, Principal, greg.martin@northhighland.com, 850-591-5364

Office Address: 3800 Esplanade Way, Suite 160, Tallahassee FL 32311

FEIN: 58-1823492

A.2.3 Declaration of Proposal

The following table summarizes the requested declaration.

Statement	Declaration	Comment
Proposed General Manager has no less the five (5) years of experience in the past ten (10) years prior to the date of issuance of the Proposal and no less than two (2) years of experience providing management services to governmental bodies, special districts, or similar public entities	Yes, our proposed Project Manager meets or exceeds these critical requirements	Our proposed Project Manager, Greg Martin has over 25 years of experience in managing projects with government agencies at Federal, State and Local levels

Statement	Declaration	Comment
The General Manager will be the primary Manager for the Gulf Consortium	Yes	Mr. Martin will be the primary Manager
The respondent and employees do not represent the Gulf Consortium in any manner related to the funding sources or any advocacy related to projects in the State Expenditure Plan and will not engage at any time	Yes	
The information in the proposal is in all respects fair and in good faith, without collusion or fraud; no principal is presently suspended, proposed for disbarment, declared ineligible or voluntarily excluded from participation on this transaction by any agency and that the signer has the authority to bond the Respondent	Yes	Mr. Rainey has authority to bind North Highland

Table A-2: Declaration of Proposal

Our proposal highlights our proven approach, our qualifications, references, and our proposed delivery team. We look forward to working with the Consortium on this important endeavor.

Tab B Account Responsibility and Manager/Management Team's Experience, Demonstrated Ability and Location

In the end, a great deal of the project success comes down to the people. You need to have confidence that your chosen partner brings the team with the experience you need, has people who are easy to work with, and possesses the trustworthiness you can count on. The following North Highland team was developed to meet the quickly growing needs of the Gulf Consortium.

B.1 ACCOUNT MANAGEMENT

Scott Rainey will serve as the Client Executive. Scott has over 18 years of managing and leading public sector engagements ranging from large state agencies to local government organizations, with a broad range of functional objectives. Scott has extensive experience in assisting Florida organizations through large complex projects and programs, covering the whole spectrum of strategic services from start to finish.

North Highland brings the right Project Manager that is supported by a team of experts and brings vast experience supporting partners the Consortium will be working with, such as the Department of Environmental Protection and the Governor's Office

As Associate Vice President (AVP) for Public Sector at North Highland, Scott has full authority to commit the firm to the needs of the Gulf Consortium. He has demonstrated his ability to get the right people doing the right work on countless occasions, such as he did with our successful work with the Department of Environmental Protection (DEP). Once the Land Management strategy project began, it was clear the team needed additional data analytics support and Scott filled that need within days. Scott also brings significant experience in assisting Florida agencies with obtaining Federal funding through grants and other funding vehicles. He assisted the Florida Department of Children and Families in getting Federal funding to replace their legacy welfare system.

As an additional example, very recently and over the holiday period, a long-standing client contacted us for help. The client, Florida Department of Health, needed to comply with a funding proviso from the recent legislative session, due by the upcoming session. The proviso language required DOH to complete a time-sensitive and independent study of their statewide laboratory facilities, yet DOH had no respondents to a procurement for the independent consultant. After a discussion with the client to understand the nature of the work, it was clear the initiative was under-funded and required specific expertise with commercial real estate development. Scott made the decision to identify the appropriate expertise and invest in a relationship with DOH; a combined team of NH and commercial real estate subject matter experts are conducting the study now.

B.2 PROJECT MANAGER

Greg Martin, Principal, will serve as the Project Manager. Greg has over 30 years of Public Sector experience, which includes work with multiple Florida agencies. He has demonstrated the ability to lead the development and implementation of complex management reforms that transform organizations by implementing technological solutions, focusing organizational structures and responsibilities on well-defined core services, and utilizing effective performance management systems.

Prior to joining North Highland, Greg was the Managing Director for Accenture's Global Regulatory Practice, managing over 500 people delivering strategy and enterprise solutions. He has worked with multiple environmental agencies including Florida Department of Environmental Protection, Massachusetts Department of Environmental Protection, Florida Department of Agriculture and Consumer Services, Florida Fish and Wildlife Conservation Commission, and California Department of Agriculture. He is currently leading two projects with the Florida DEP. For the Watershed and Waterbody Feasibility Study, he is leading a team of consultants as they examine the feasibility of including all environmental conservation projects associated with waterbodies and watershed areas in a single solution regardless of the source. The effort required extensive management of multiple stakeholders to acquire critical information and commitment to support the effort. The second project, Land Management Feasibility Study, is similar in nature but focuses on consolidating all the land held for conservation in the State of Florida regardless of the source. As with the Waterbody project, this requires the management of multiple State, Local, Federal and Non-Governmental Organizations (NGOs). Mr. Martin brings to the Consortium relationships within key stakeholders that are important to the success of the Gulf restoration work.

Mr. Martin also has significant experience in management of multiple stakeholders that are not co-located and may have different priorities. He is currently completing a project with the Florida Department of Business and Professional Regulation where North Highland was engaged to develop a simple to use tool for new businesses that are starting in Florida. The tool provides the steps that are required by regulatory law to be completed prior to opening. The engagement required managing and coordinating with 17 Florida agencies that regulate specific types of businesses. They each had to contribute significant information related to their regulatory requirements and had to validate that the solution accurately reflected their statutes and rules. Mr. Martin has demonstrated he has the ability to coordinate and work with multiple stakeholders to successfully deliver results.

While Mr. Martin brings the requisite skills to the Consortium team, he will call upon additional North Highland resources to fill specific roles on the project. This is a critical value add for the Gulf Consortium as North Highland has a deep bench of resources that bring critical skills at the right time. He will call upon Leda Kelly to handle the communication requirements as she brings years of experience in communications from her role as Communications Analyst in the Governor's Office and in her current role as North Highland's Communications Lead at the Department of Agriculture and Consumer Affairs Regulatory Licensing and Management System (RLMS) project. He will call upon Brian Peacock, a licensed CPA with North Highland, to handle all financial activities and, in the future, the grants management work. Mr. Peacock also brings extensive experience in assisting agencies with benefits realization achieved from investment in projects. Mr. Martin will call upon Liz Anthony to assist in the coordination and logistics for all the Consortium meetings and decisions. Liz brings years of environmental experience having worked both in the field and currently as a consultant with North Highland and DEP. He will call upon Mimi Drew, an expert in the environmental field and who brings deep experience with the Gulf restoration programs, to provide subject matter expertise when needed. With the support from the team, Mr. Martin will be a part time resource available to Consortium.

This powerful team, depicted in our organization chart below, is working and living in Tallahassee and will support Mr. Martin as he works with the Gulf Consortium.

The business address for Greg (and the entire Public Sector team) is:

North Highland
3800 Esplanade Way, Suite 160
Tallahassee, FL 32311

B.3 ORGANIZATION STAFF

B.3.1 ORGANIZATIONAL CHART

The following organizational chart depicts the project staff, as well as the leadership of the members. Please note that this list is not inclusive of the entire chain of leadership for North Highland.

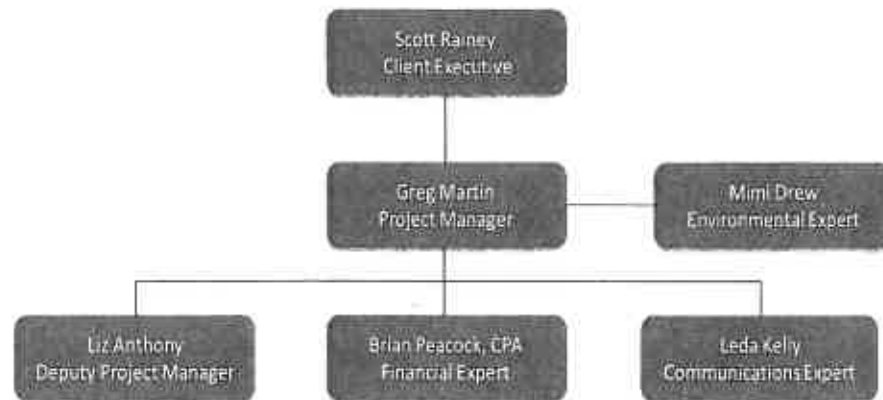


Figure B-1. Organization Chart

B.3.2 ADMINISTRATION SUPPORT

Liz Anthony, MBA, is a Senior Consultant with the North Highland Company. She brings three years of public sector consulting experience and six years of experience with land management agencies. Her public sector consulting work included requirements gathering, solution assessment, improving data architecture, best practices development, and data management for the National Park Service's facility data repository.

Liz's land management experience includes a variety of hands-on field work for The Nature Conservancy, the National Park Service, the United States Forest Service, and the United States Fish & Wildlife Service. Liz lives and works in Tallahassee.

B.3.3 ACCOUNTING

Brian Peacock, CPA has over 30 year of experience almost exclusively in the Public Sector. He has worked with various activities in Florida including: Child Welfare, Behavioral Health, Unemployment Compensation, Development Disabilities, and Regulatory / Licensing Activities.

Specific areas of expertise include: Financial Management, Business Analysis, Process Improvement, Fiscal & Performance Monitoring, Program Evaluation, Needs

Assessments, Organizational Design, Procurement, Audit, Grants Management, Customer Relationship Management, and Supporting Multiple System Integrations.

B.3.4 COMMUNICATIONS ANALYST

Leda Kelly is a Consultant with The North Highland Company, LLC. She has six years of experience in public sector and state government, and political operations. Her expertise is found in stakeholder management, crisis communications, communications campaigns, facilitation, campaign management, risk management, performance management, succession planning, and strategic planning.

B.3.4 ENVIRONMENTAL EXPERTISE

Since August 2011 to present, Mimi Drew has been President of Drew & Assoc., LLC, an environmental consulting firm specializing in high-level environmental negotiations and government work. She is Governor Scott's appointee to represent Florida's interests in several Task Forces and Councils related to the ongoing recovery from the Deepwater Horizon Oil Spill in 2010, and has also been acting as the State of Florida's Natural Resource Damage Trustee. This involves working with other Gulf States that were affected by the oil spill, as well as many federal agencies including DOJ, DOI, NOAA, DOC, and EPA. She is the primary agent for the State of Florida in settlement negotiations with the responsible party, BP. Prior to that, her most recent employment was Secretary, Florida Department of Environmental Protection (DEP). She continued to act as Special Advisor to the new Secretary of DEP in her current capacity. She has over 30 years of management, supervisory, and technical experience leading people in the area of environmental issues. Her experience includes oversight of multimillion-dollar budgets, intergovernmental relations, working with many industries and stakeholders, and managing special projects.

B.4 RESUMES

Scott Rainey

Proposed Role: Client Executive



Scott Rainey is a consultant with The North Highland Company, serving as Client Executive and Client Lead for our Florida Government clients for the past seven years. In this capacity, he is responsible for all consulting engagements and pursuits at Florida's government agencies. He provides leadership in the areas of Strategic Planning and Program Design as well as performance optimization and program management for government operations. Scott works directly with the Board of Directors for multiple statutorily created entities with representation from the Governor, Legislature, Agency Executives, and Cabinet members. His current experience is complemented by 8 years of military service including three years of directing shipboard power generation during peacetime and wartime deployments.

Scott is a certified Project Management Professional (PMP) and has managed or led one or all phases of software development or system integration projects including the traditional software development life-cycle methodology, the Rational Unified Process (RUP), Rapid Application Development and Joint Application Development. Additionally, Scott has led multiple dual shore implementations for public sector clients. Mr. Rainey has extensive experience with Department of Revenue and served as the client executive the Child Support Enforcement CAMS implementation.

Examples of significant engagements:

Executive with full accountability for a portfolio of large agencies in the state of Florida responsible for regulatory, health and human services, and general administration.

Executive accountable for a large, multi-year Project Management Office overseeing the procurement and transition of Florida's Fiscal Agent for Medicaid Operations. The Florida Medicaid program supports 4 million citizens.

Led the creation of a platform for extensive advancement of the Florida Child Welfare system through establishment of the Results-Oriented Accountability Program with the purpose of developing mechanisms to monitor and measure the use of Child Welfare resources, the quality and amount of services, and child and family outcomes.

Executive for the Independent Project Management Office for a public-private health insurance market place. Scott's teams of consultants are responsible for directing the technical and operational implementation of a health insurance marketplace. This includes the day-to-day oversight and management of the health benefit Third Party Administrator.

Project Director for a state government entity planning project. Scott led a team of ten consultants and four different firms to plan and design the federally mandated Electronic Health Record Incentive Program. The project included the development of strategic, operational and technical plans to implement the \$475 million program for the state of Florida.

Program Manager for the Florida Healthy Kids Corporation Third Party Administrator (TPA) Assessment and Independent monitoring. During the initial assessment, Scott was responsible for leading a team of consultants to determine whether the incoming TPA could meet the schedule date

without presenting the Corporation material risk. Subsequent to the assessment, Scott was the project manager for on-going monitoring and change management consulting.

Led the independent project management for a statewide e-procurement implementation. Responsibilities included managing overall project progress and providing periodic status updates, communicating identified issues and risks to the department's executive management and Program Director, providing recommendations and mitigation strategies to the Program Director for issues and risks, assisting with scope and budget management, directing the quality assurance of final deliverables and vendor compliance with acceptance criteria.

Project Manager for a project to replace a county's integrated criminal justice information system including a ten-month business process validation and reengineering effort. The project team included seven county or district elected officials as well as six subcontract vendors and more than thirty internal consultants or subject matter experts. The overall technology consisted of multiple platforms from custom developed web applications to client server package systems. Scott's responsibilities included strategic planning, scheduling and staffing, financial planning and control, client and contract management.

Education:

Bachelors of Science, Management Information Sciences, Florida State University

Certifications & Professional Affiliations:

Project Management Professional (2002), Six Sigma Green Belt (2008), Lean Thinking; Project Management Institute

Greg Martin

Proposed Role: Project Manager



Greg is a Principal with North Highland, working within its State and Local Government group. Greg has over 31 years working with Federal, State, and Local regulatory agencies in business and technology strategy and reform. Prior to joining North Highland, Greg led Accenture's global Regulatory Practice, working with some of the largest regulatory agencies in the world with transformation projects. He has demonstrated the ability to lead multiple stakeholders in the delivery of complex programs. He has worked with multiple environmental agencies including leading work at Florida Department of Environmental Protection, Florida Department of Agriculture and Consumer Affairs, and Massachusetts Department of Environmental Protection.

Examples of significant engagements:

Managed the Watershed Feasibility Study for the Florida Department of Environmental Protection. The study examined the feasibility of capturing all environmental water projects across Florida regardless of the source of the project. The project involved coordinating multiple stakeholders across the State to determine the feasibility of capturing and maintaining environmental data in a single solution. The Feasibility Study was submitted to the Florida Legislature for consideration in December 2016.

Project Manager for the effort with the Florida Department of Environmental Protection to develop the Land Management Feasibility Study. The project team will identify all sources of land held for conservation across Florida and determine the feasibility of capturing the required information in a single system. The sources include multiple Federal, State, Local and NGO stakeholders. The Feasibility Study will be submitted to the Florida Legislature for consideration in April 2017.

Project Manager for the effort to implement the Department of Business and Professional Regulation (DBPR) Business Information Portal. The legislatively mandated solution provides an easy to use guide for new businesses in Florida to understand their regulatory obligations with the State. The 18-month project was completed in December 2016 and included the coordination of 17 agencies that regulate businesses in Florida. The team devised a mechanism to capture the data from the stakeholders and provide an easy way for DBPR to confirm the information is consistent with their statutes and rules. The project was completed two months early and was on budget.

Leads the effort with the Florida Department of Agriculture and Consumer Services to implement the RLMS. North Highland is the Project Management Office for the effort, providing Project Management, Organizational Change Management, Benefits Realization and Communications for the project. The effort is a multiple year project to replace 68 legacy applications with a single regulatory system. The North Highland team brings a multiple-disciplined team to manage the project, prepare the organization for the major change, provide communications, coordinate all the stakeholders, define and monitor the benefits realization and prepare the workforce for new roles. Mr. Martin leads the entire team as they deliver the services.

Project Manager for the Florida Office of Financial Regulation to implement a comprehensive regulatory solution using COTS software and provide a citizen portal and a mobile solution. The REAL system integrates with existing systems, including exam and continuing education vendors, fingerprint verification, a financial system, and electronic payment vendors. The solution included the implementation of an imaging, data capture and payment processing capabilities. Mr. Martin managed a team of more than 25 consultants and subcontracting personnel in the delivery of the solution in a two-phased approach and served as the primary contact for the multiple state agencies supported by the system.

Worked with the Florida Department of Revenue to implement a new collections capability using data analytics tools and the SAP solution. Mr. Martin was the project lead and had overall responsibility for the implementation of the solution.

Education:

BA, Economics, Vanderbilt University

Certifications & Professional Affiliations:

Governor's Task Force on IT Workforce

BRIAN PEACOCK**PROPOSED ROLE: FINANCIAL EXPERT, CPA**



Brian has over 30 years' experience almost exclusively in the public sector. Brian has worked in various domains in Florida including Child Welfare, Behavioral Health, Unemployment Compensation, Development Disabilities, and Regulatory/Licensing Activities. Specific areas of expertise include: Business Process Analysis/Improvement (SWOT Analysis), Fiscal and Performance Monitoring, Program Outcome (Evaluation), Needs Assessments, Organizational Design, Procurement, Management Audits, Customer Relationship Management, and supporting multiple system integrations.

Examples of significant engagements:

Worked with the Florida Developmental Disabilities Council (funding source) and multiple entities/agencies statewide on improving the reporting of employment data for persons with disabilities in Florida.

Conducted detailed cost analysis of support coordination services for the Florida Developmental Disabilities Program (DDP) office. Collected cost data from various providers of support coordination services, including DDP district offices, not-for-profit agencies providing support coordination under contract, corporations providing Waiver support coordination services, and independent providers (i.e., sole proprietors) of support coordination services.

Supported the Florida Department of Economic Opportunity (DEO) in developing and implementing a new Reemployment Assistance computer system. This work involved updating a feasibility study for the new system, helping develop system requirements across multiple business areas, and supporting DEO during design activities. The work also included providing project management for targeted, high impact activities following system Go-Live.

Worked on the Single Licensing System Project for the Florida Department of Business and Professional Regulation (DBPR). Developed the Business Case, which was the method of projecting (and subsequently verifying) the monetary savings associated with the project. This effort required extensive and in-depth involvement with the State of Florida's accounting system (FLAIR).

Evaluated the effectiveness of Tennessee's comprehensive Children's Services Plan for the Tennessee Commission on Children and Youth. The work involved participation as an evaluator in the pilot test of a community-based evaluation methodology that was subsequently implemented on an ongoing basis to evaluate the effectiveness of Tennessee's comprehensive Children's Services Plan.

Worked for the University of South Florida in determining the extent to which dramatic funding increases by the Florida Legislature had impacted persons with developmental disabilities. This effort attempted to determine if the increased spending was benefiting persons with disabilities through initial service provision for persons not being served, and increases/enhancements to existing services for persons already being served.

Education:

MSW, Florida State University

BS, Social Work, Florida State University

Certifications & Professional Affiliations:

Certified Public Accountant, (CPA)

LIZ ANTHONY

DEPUTY PROJECT MANAGER



Liz is a senior consultant with the North Highland Company. She brings three years of public sector consulting experience and six years of experience with land management agencies. Her public sector consulting work included requirements gathering, solution assessment, improving data architecture, best practices development, and data management for the National Park Service's facility data repository. Liz's land management experience includes a variety of hands-on field work for The Nature Conservancy, the National Park Service, the United States Forest Service, and the United States Fish & Wildlife Service. Liz lives and works in Tallahassee.

Examples of significant engagements:

Liz is currently the Business Analyst for the Florida DEP's Additional Lands Feasibility Study Project. She is involved with stakeholder engagement and management, discovery of current data collection and storage practices, solution development and recommendation, and project management in support of this project's efforts to determine the feasibility of including additional conservation land data into DEP's existing land inventory system. Liz held a similar role for DEP's Water Portal Feasibility Study, which determined the feasibility of implementing an interactive map of water projects throughout Florida.

Liz led data analysis, project management, technical writing and communication development for the nationwide National Park Service (NPS) Employee Housing Program with Booz Allen Hamilton. Liz also drove the development of this program's needs assessment tool, which involved establishing the tool's data and reporting requirements, and validating and testing its effectiveness and capabilities. The efforts of Liz and her team resulted in the successful rollout of the needs assessment tool to all NPS park units, exceeding expectations in significantly under the time allocated.

As consultant with Booz Allen, Liz advised on optimal allocation of limited resources for the National Service's Park Facility Management. She conducted analysis of nationwide facility ownership data housed in the Facility Management Software System (FMSS) to meet operational and maintenance requirements. Liz also led working groups made up of NPS employees from various organizational levels, divisions, and locations to improve FMSS data and outputs. These working groups developed best business practices, modified reporting requirements and data management to meet the needs of database users at all levels, and communicated the benefits of quality data input and reporting outputs.

In her two years with The Nature Conservancy, Liz supported financial and operational activities of the Idaho Chapter and conservation efforts for the Pine Butte Swamp Preserve in Montana. Liz led the Idaho Chapter's transition to a project management approach and supported the chapter's strategic and conservation planning. She also managed the Ernest Hemingway House Preserve in Ketchum, ID. Her field work in Montana included managing and mapping invasive plant species; monitoring rangeland ecological conditions and conservation easements; and conducting education and outreach efforts with local community, ranchers, and landowners.

Liz authored Saguaro National Park's Post-Disturbance Restoration Plan & Environmental Assessment, a document evaluating ecological restoration and management strategies in response to invasive plants, wildfire, and other natural and anthropogenic disturbances in Tucson, Arizona.

As a conservation intern, Liz developed, evaluated, and conducted a training program for a United States Forest Service (USFS) team on data collection and analysis, leadership and teamwork skills, and Wilderness ethics. She led this team on remote backpacking excursions for impact analysis and data collection to monitor visitor use of Wilderness areas across the Pacific Northwest.

Liz collected and analyzed wildlife data at Kofa National Wildlife Refuge in Yuma, AZ. She utilized data to produce a report on local mountain lion activities, plus recommendations for their management in the refuge area.

Education:

MBA, Owen Graduate School of Management,
Vanderbilt University, Nashville, TN

BA, Environmental Studies / Economics, The
College of William & Mary, Williamsburg, VA

Certifications & Professional Affiliations:

N/A

Leda Kelly**Proposed Role: Communications Expert**



Leda Kelly is a Consultant with The North Highland Company, LLC. She has six years of experience in public sector and state government, and political operations. Her expertise is found in stakeholder management, crisis communications, communications campaigns, facilitation, campaign management, risk management, performance management, succession planning, and strategic planning.

Examples of significant engagements:

Served as Deputy Director of External Affairs for the Florida governor's office. Managed a team of over 12 members to implement and execute outward, public strategy for the governor's office. Leda's efforts included stakeholder management and engagement; coordinating communications campaigns involving media, stakeholder and high level surrogate involvement; branding efforts; and facilitation of public and outreach events throughout Florida.

Member of the Florida governor's office Senior Leadership Team directly involved in Hurricane Matthew and Hurricane Hermine response efforts. Communicated multiple times a day with local Emergency Operations Centers throughout impacted counties. Assisted with critical needs assignments. Coordinated with representatives of relief organizations such as Red Cross and Salvation Army. Deployed to critical counties to assist in response efforts. Coordinated tours with governor and high level surrogates to survey damages and resource needs.

Member of the team responsible for engaging and communicating to strategic stakeholders for Legislative priority agenda campaigns of Florida governor's office. Developed the strategic plan for collateral, surrogate engagement, and follow-up strategies. Tracked current events, public responses, and in turn, activated stakeholders as needed throughout the Legislative Session. Stakeholder engagement also involved public media appearances.

Education:

BS, Business Management, Louisiana State University

Certifications & Professional Affiliations:

N/A

Tab C The Responding Firm's Experience, Demonstrated Ability and Performance Information

North Highland is proud to be considered a consulting firm of choice by government agencies within the State of Florida as well as the Counties and Local agencies. We have proven our capabilities and ourselves to the people of Florida, and look forward to the opportunity to provide our value-based solutions to Leon County and the Gulf Consortium.

North Highland has the relevant experience to accomplish the management services detailed in BC-01-10-17-16 RFP. After carefully reviewing the scope of work, we have determined that the services requested generally fall into the Program/Project Management category, with sub-areas identified as Financial Management, Stakeholder Management, Communications, and Administrative Management.



C.1 PMO Services

Program Management Office (PMO) Services are a core competency of our company and our business. Our ability to efficiently and effectively manage projects stems from both our extensive experience managing large PMO efforts within the Public Sector as well as our relevant knowledge base. For example, we are currently managing the Program Management Office for the Florida Department of Agriculture and Consumer Services. The project is a multi-year implementation of single regulatory system that replaces 68 legacy applications. North Highland is providing the Project Management, Organization Change Management, Workforce enablement, Communications, and Benefits Realization services in partnership with the Agency and the selected Systems Integrator. Our credentials in managing projects is unmatched by any other Management Consulting firm in Florida. Below we provide a listing of many of our projects.

C.2 Communication and Financial Management

As an adjunct to traditional program/project management tasks, North Highland also performs the necessary financial management tasks related to projects. Additionally, we understand the grant compliance needs that arise from projects similar to the Gulf Consortium's. We are bringing to the team a CPA who is member of North Highland. He has extensive experience in managing financials and can also bring the value add of working with the Consortium to identify benefits from the various selected projects and monitoring the success of the program. While this service is not specifically requested, we will discuss with the Consortium the value of benefits realization to help in the transparency to the various stakeholders of the Consortium.

Additionally, maintaining lines of communication for information dissemination is crucial with dispersed clients. One way that North Highland has shown innovative thinking in this environment is by bringing on a team member of the Governor's Communication Office as an employee for North Highland.

C.3 Administrative Support & Stakeholder Management

Administrative (behind the scenes) work is the backbone of any successful project or program. The ability to integrate a team across separate geographical areas is paramount to achieving an effective outcome. North Highland fully integrates administrative tasks within the PMO, ensuring complete alignment between the project manager and the administrator.

This includes aligning the various stakeholder needs and providing effective management of this group. North Highland has extensive experience in this area. For example, we are currently working with the Florida Department of Environmental Protection to develop a feasibility study assessing the ability to identify and collect data from all environmental projects related to waterbodies across the State regardless of the source and capture them in a single solution. The project required extensive management of various stakeholders.

In addition, we worked with the Florida Association of County Clerks and Comptrollers (FACC) and all 67 elected County Clerks on a project to examine their workforce and their ability to deliver the services they are required to deliver. North Highland worked with a consortium of County Clerks and FACC to develop a report for the legislature justifying additional spend for the budget year. The project also required significant stakeholder management.

C.4 Past Projects

Over the last ten years, we have delivered more than 440 projects for a diverse array of clients across the country. We bring the full lifecycle of experience we have gained from working with a variety of organizations that face size, scope, and complexity challenges, and provide a broad perspective of experience and lessons learned. We bring deep expertise in program and project management, stakeholder management, financial management, and administrative support. We will bring the best thinking from both our public and private sector clients, combined with a realistic understanding of the unique challenges of grant compliance and environmental management.

Table C-1 below provides a quick synopsis of the relevant work North Highland has completed for several of our government engagements with specific focus on projects performed with Florida agencies and organizations. Those qualifications with asterisks are the references listed below.

FLORIDA AGENCY/ ORGANIZATION	PROJECT MANAGEMENT EXPERTISE	STAKEHOLDER MANAGEMENT	COMMUNICATIONS & FINANCIAL MANAGEMENT	ADMINISTRATIVE SUPPORT
Florida Agency for Health Care Administration*	✓	✓	✓	✓
Florida Department of Children and Families*	✓	✓	✓	✓
Florida Department of Revenue*	✓	✓	✓	✓
Florida Department of Economic Opportunity	✓	✓	✓	✓
Florida Office of Financial Regulation	✓	✓		
Florida Department of Business and Professional Regulation	✓	✓	✓	✓
Florida Department of Juvenile Justice	✓	✓	✓	✓

Table C-1. Past Performance Skills Matrix

North Highland has been a constant in executing public projects successfully in Tallahassee. Here are a few examples of successful projects we have led:

Reference 1: Florida Agency for Health Care Administration (AHCA)	
Project:	Established the PMO and provided project management services and oversight throughout the life of the Agency's procurements of Medicaid Management Information System (MMIS), Decision Support System (DSS), and Fiscal Agent vendors
Duration:	January 1, 2015 – September 30, 2016
Annual Value:	\$1,500,000
Client Contact Name:	Angela Ramsey Project Director, Medicaid Fiscal Agent Operations Florida Agency for Health Care Administration
Address:	2727 Mahan Dr. Tallahassee, FL 32308
Phone Number / Email	(850) 412-3440 Angele.Ramsey@ahca.myflorida.com

Florida's Medicaid Program is one of the largest in the nation in terms of both recipients and spending, with enrollment at more than 3.8 million and expenditures greater than \$23 billion. The dynamic health care environment in Florida has a broad impact on the operation of Florida Medicaid, and specifically on the MMIS/DSS. In this context, the State needed a procurement consultant to help it determine the most cost effective and efficient path for Florida Medicaid, and to manage and monitor several vendors in concert to achieve the Agency objectives along that path.

AHCA engaged North Highland because of our experience managing projects and procurements with implementation processes that flex with evolving needs and facilitate innovative approaches. For this engagement, North Highland established the PMO and provided project management services and oversight throughout the life of the complex multi-vendor procurement, which involved managing and coordinating more than six different vendors.

North Highland's responsibilities included:

- Managing and coordinating each of the procurements required by the agency
- Providing the MMS and Medicaid Information Technology Architecture (MITA) subject matter expertise
- Establishing the project management processes, including an electronic document repository
- Overall project management to implement the next MMIS and DSS for the Agency

Reference 2: Florida Department of Children and Families (DCF)	
Project:	DCF Medicaid Eligibility System Enhancement (MESE), Business Case, Procurement Support, and Project Management Support
Duration:	March 2012 – July 2014
Annual Value:	\$500,000
Client Contact Name:	Scott Stewart Assistant Secretary for Administration Florida Department of Children and Families
Address:	1317 Winewood Blvd., Bldg. 1 Tallahassee, FL 32302
Phone Number / Email	(850) 488-6062 Scott.Stewart@myflfamilies.com

In April, 2013, North Highland was engaged by DCF to provide Strategic Support Services, which included project management support and organizational change management. As a main driver of the PMO, North Highland's core mission was to establish and enable valuable processes, procedure, and governance to support the multitude of project disciplines involved in the MESE Project. The project was carried out under extremely compressed time frames and amidst a frequently changing federal requirements landscape.

Over two releases, North Highland provided value to the project by carrying out the responsibilities and leadership support across a broad array of project management functions including project management, strategic support services, business process analysis, test management, communication, and organizational change management and federal financial and policy support. Federal financial support included the successful development of the Planning Advance Planning Document (PAPD), updates to the Implementation Advance Planning Document (IAPD), and the development of the Operational APD.

Through the strong and decisive leadership of the DCF MESE Project Team and North Highland's support, the Department was able to claim the following benefits:

- DCF received its full requested funding of more than \$50M as a result of the business case that North Highland prepared and completed
- Approval of all APDs required to support the planning, design, development, and implementation of the system
- Positive recognition by successfully delivering two complex technical implementations, both on-time and under-budget

Reference 3: The Florida Department of Revenue (FDOR)	
Project:	FDOR sought to redesign the crucial information system supporting customers and suppliers of the Child Support Enforcement (CSE) Program. To complete the CSE Automated Management System (CAMS) redesign, FDOR sought the expertise and professional resources of North Highland to create and run the Program Management Office
Duration:	May 2010 – June 2013
Annual Value:	\$500,000
Client Contact Name:	David Donaldson Contract Manager, Child Support Program Florida Department of Revenue
Address:	2459 Shumard Oak Blvd. Tallahassee, FL 32311
Phone Number / Email	(850) 617-8053 Donaldsd@dor.state.fl.us

CAMS was a SAP ERP implementation and enhancement to the current Title IV-D systems supporting Florida's CSE Program. The CSE Program performs management of tasks related to establishing paternity, locating the non-custodial parent, establishing and enforcing court orders for support, and disbursing child support payments. Florida's CSE Program now provides services to more than one million children. CAMS was envisioned as a redesigned information system serving internal and external customers and suppliers of the Child Support Enforcement Program through the use of state of the art technology. In order to successfully implement the CAMS system, FDOR desired professional resources and expertise to improve its overall project management capability.

The CAMS Project was large and complex, involving multiple external project stakeholders. Office of Child Support Enforcement (OCSE) federal oversight, multiple contracting parties, a group of project plans, various efforts and tasks, and a large contingent of implementation vendor supporting staff that required an integrated PMO for support.

Within the first four months of the project, the North Highland team was able to develop a complete set of Project Management Plans. Establishing a PMO improved the consistency of project management processes and standardized project operations. The federal OCSE mandated that existing project management plans were insufficient to continue federal funding for CAMS. Federal funding made up 67% of the CAMS budget representing more than \$62 million for the fiscal year of the project.

The quality of the North Highland plans had direct impact on the OCSE decision to unconditionally continue funding for the CAMS project. Their success was supported by the value that North Highland delivered.

- A methods-based approach was used as a basis to create a pragmatic yet visionary Project Management Center of Excellence (COE)
- We created a PMO organization that delivered the right balance between structure and flexibility – specifically tailored for CAMS/FDOR
- Our team contributed a pool of seasoned PMO experience to FDOR. We staffed this project with professionals possessing deep, certified skill in PMO-relevant areas – PMP, Six Sigma, Organizational Change, Strategic Planning, methodologies and tools, and solution implementation

C.5 Structure

North Highland is a global consulting firm founded in 1992 with the intent to change the model of how a consultancy serves its clients. We operate with one simple belief: **"To do what's right for our clients and our people."** We guarantee our work, hire top-notch talent, and work with some of the largest organizations in the world to achieve exceptional results.

In our over 25-year company history, North Highland has built successful, long-standing relationships with public and private sector clients including Federal, State, and Local government agencies, quasi-public-private entities, higher education, and some of the largest and most successful private companies in the world. Our highly experienced professionals focus on helping our clients grow their businesses, solve complex problems, and provide ongoing support services as needed. We apply creative, strategic thinking to our clients' most challenging issues.

The corporate structure of North Highland establishes a sound platform for our consultants to provide superior quality to clients. We are proud of our company primarily due to the fact we own it and work hard to make it better every day. The North Highland Corporate Structure demonstrates the manner in which our firm is setup and covers relevant entities under the corporate umbrella.

The North Highland Company is 100% employee owned and operates under an Employee Stock Ownership Plan (ESOP). This structure drives our people to care about our clients and have a significant stake in being successful. We take pride in the work we do and in the clients who we help. We strive to go beyond and, as stated in our values, "We are responsible and accountable for the success of our clients, teams, and company."

Regarding our ability to assume more work, we have over 2,500 employees globally and three locations here in Florida. Our local office has over 30 consultants supporting our local work. We are consistently asked to take on new work with our clients and recognize when we need to bring on additional resources. For example, at the Florida Department of Environmental Protection, we are doing a project to develop a Land Management Feasibility Study. This project is looking the feasibility of coalescing all land held in conservation in the State, regardless of the source. Once the project started, we realized there would be a significant data analytics component to the project. We needed a resource on the team to handle the data strategy. We were able to quickly identify a resource and they joined the team in less than a week.

The RFQ also requests a description of how North Highland has changed over the past three years. The most relevant change is with our Public Sector practice. Three years ago, the Public Sector group was less than 20 people and not a significant aspect of North Highland's work. Today, Public Sector is our second largest vertical within North Highland, delivering over \$50 million in revenue. Three years ago, our only Public Sector location was in Tallahassee. Today, we have Public Sector offices in Tallahassee, Atlanta, New York City, Albany, Richmond, Chicago, Austin and Seattle. This remarkable growth has allowed us to expand our service delivery capabilities to better serve our clients.

C.6 Current Florida Public Clients

North Highland is a global firm that works with many public sector clients around the globe. We believe the relevant clients are those that are either environmental or Florida-based. As such, we have identified current clients that fit that category. Reference and contact information are

provided above in Section C-4. We will be happy to provide additional contact information upon request for the projects below.

Florida Public Sector Clients	Point of Contact	Contact information
Department of Environmental Protection	Nancy McLean	Nancy.McCain@dep.state.fl.us
Department of Agriculture & Consumer Services	Michael Johnston	Michael.Johnston@freshfromflorida.com
Department of Children & Families	Scott Stewart	Scott.Stewart@myflfamilies.com
Department of Revenue	Vince Ackerman	AckermaV@dor.state.fl.us
Department of Business & Professional Regulation	Tom Coker	Tom.Coker@myfloridalicense.com
Department of Corrections	Wendy Ling	Wendy.Ling@fdc.myflorida.com
Department of Law Enforcement	Charles Schaeffer	Charlesschaeffer@fdle.us.state.fl
Department of Management Services	Liz Stevenson	Elizabeth.Stevens@dms.myflorida.com
Prepaid College Board	Michael Flick	Michael.flick@myfloridaprepaid.com
Department of Transportation	April Blackburn	April.blackburn@fdot.state.fl.us

Table C-2: Current Florida Public Sector Clients

Tab D Responding Firm's Ability to Provide Support to the Gulf Consortium

North Highland has been proving Florida Public Sector clients with project management services for over 10 years. We have managed some of the most complex programs the State has undertaken, such as the implementation of the Child Support program for the Department of Revenue. In this section, we describe our approach to providing the Gulf Consortium with the same level of quality project management services. We provide the following:

1. North Highland's ability to provide the management services with company background and history
2. Description of how we will manage, service, and support the Consortium
3. Description of the process for the services provided and how those services will benefit the Consortium
4. Description of the ethical standards that are enforced by North Highland
5. Description of the transition from the current interim manager/management team
6. Description of any litigation against North Highland
7. Description of the value added services and what distinguishes North Highland from our competitors
8. Description of any additional information
9. Description of North Highland's time keeping systems

D.1 North Highland Background

North Highland is a global management and technology consulting firm that has achieved exceptional results working with some of the world's largest organizations. We have partnered with some of the most forward-thinking Fortune 500



KEY FACTS ABOUT US

404	Area Code of our Atlanta, GA Headquarters
2,500	Professionals Worldwide
15+	Avg. Years Consulting Experience
100	Percent Employee Owned
8	Number of Years Ranked as a Top 5 Best Firm to Work For in Consulting Magazine

Figure D-2: Key Facts about North Highland

companies, universities, and government agencies to define strategic direction, lead organizational transformation, dramatically improve financial results, enhance overall business performance, and develop and implement best-in-class business processes and systems. Our strategy is simple, and has been since we were founded in 1992: we open local offices that serve local clients. And we staff those offices with experienced consultants who understand those communities and who also offer deep industry knowledge along with access to a network of experts with diverse capabilities. In Florida we have offices in Jacksonville, Orlando and Tallahassee and ~55 consultants. Our principal lines of business provide solutions for client needs in terms of strategy, people and change, processes, and technology.

We are a global management consulting firm delivering measurable value, big ideas, and strategic business capabilities to clients around the world. With over 2,500 consultants worldwide, we leverage a global reach in further developing our cross-segment and cross-industry expertise to cover a wide variety of issues facing the growth and development of some of the largest public and private corporations, non-profits, and government agencies.

The following graphic depicts our key service offerings:

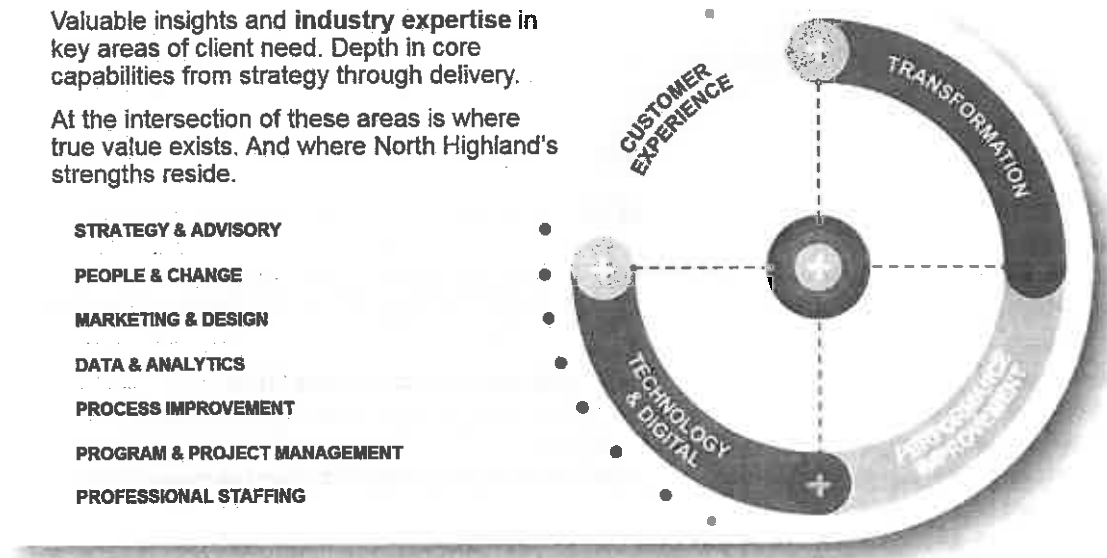


Figure D-3: Value-based, outcome-focused service offerings

North Highland has been delivering management services for over 25 years to clients in the United States and around the globe. This is a key capability for the firm. Here in Florida, we have been providing management services to Public Sector clients for over 10 years. We have provided similar services requested by the Consortium to such clients as the Department of Agriculture and Consumer Services, where we are currently managing the Program Management Office for the implementation of an enterprise regulatory system. The services include project management, stakeholder coordination and management, meeting coordination, communications, budget management, organizational change management, and workforce transition.

Our public sector experience includes extensive involvement with legislatively-created agencies and is a core competency and local area of expertise. Over the last five years, we have delivered over 300 projects for more than 100 different federal, state, legislatively-created organizations and local government agencies through our established public sector offices. We bring the full lifecycle experience we have gained from working with a variety of organizations that face size, scope, and complexity that is directly relevant to the State of Florida, providing a broad perspective of experience and lessons learned in the areas of Business Process Re-Engineering, Procurement, Project Management, Organizational Change Management, Workforce Transition, System and Data Strategy, Requirements Gathering, and Schedule IV-B Updates.

We also have relevant experience in working with the Florida Counties. We completed a project with the Florida Association of County Clerks and Comptrollers where we worked with all 67 county Clerks to analyze their workforce's ability to deliver the required services within the budgetary constraints. The result was a study delivered to the Legislature that outlined the true budgetary needs.

We are confident that our Project Manager and proposed support team have the ability to deliver the management services requested.

D.2 Approach to Manage, Service and Support the Consortium

We understand that the Gulf Consortium is seeking the services of a firm to provide professional management services. These services include a number capabilities that North Highland has extensive experience in providing. The RFQ identified 17 areas of scope that the selected firm would need to provide. The table below summarized the 17 areas and identifies how we will support the need. We have categorized the capabilities into Program/Project Management, Financial Management, Stakeholder Management, Administrative Management and Communications.

Scope Item	Capability	Approach
1. Serve as Consortium Manager to administer operations	Program/Project Management	Leverage our deep experience in program management to establish a Program Management Office and provide a Project Manager with over 25 years of experience in managing complex projects with multiple stakeholders
2. Maintain official records	Administrative Management	Establish SharePoint site (or other accessible document management tool) to store all documents
3. Schedule and provide logistics for Board Meetings	Administrative Management	Use Outlook or other calendaring tool to coordinate with all meeting attendees
4. Prepare agenda, resolutions, and other communications	Communications	Leverage North Highland's communication strategy approach to define a communications approach and bring in a Communications Expert to assist in the process
5. Prepare annual budget	Financial Management	Bring in a CPA currently with North Highland to prepare
6. Financial management and accounting services	Financial Management	Bring in a CPA currently with North Highland to prepare
7. Contracting support	Program Management	Leverage our Project Manager's experience in creating and negotiating contracts for over 25 years

Scope Item	Capability	Approach
8. Regularly communicate with and report to the Board	Communications	Develop Communications Plan and bring in our Communications Expert
9. Attend meetings	Program/Project Management	Our Project Manager, along with a Deputy Manager, will attend meetings to make sure all notes are properly captured
10. Perform follow-up matters from meetings	Administrative Management	Develop detailed notes from meetings, including all follow-up actions with due dates and provide regular updates to the Board
11. Support management of governing documents	Program/Project Management	Maintain a common set of policy, procedures, and governing documents and change at the behest of the Board
12. Monitor status and provide advice	Program/Project Management	Leverage experience in managing complex programs and bring environmental experts to discussions as needed
13. Respond to inquiries	Program/Project Management	Provide contact information for all Board members along with back-up numbers (Deputy Project Manager)
14. Contracting support	Program/Project Management	Leverage our Project Manager's experience in creating and negotiating contracts for over 25 years
15. Assist with State Expenditure Plan	Program/Project Management	Leverage our Project Manager's experience in developing multiple Feasibility Studies, Business Cases, Advanced Planning Documents (APD) and other general planning documents
16. Assist in establishing administrative structure	Program/Project Management	Leverage our Project Manager's experience in establishing multiple governance structures for

Scope Item	Capability	Approach
		complex, multi-stakeholder projects
17. Additional Services	Stakeholder Management Grants Management	North Highland has a team of people that bring a wealth of experience that may be relevant for the Consortium in the future. For example, we have a Stakeholder Management Strategy for environmental projects. While not asked for by the RFQ, this will be a useful tool to assist in identifying key stakeholders and providing needed transparency to the program. We also have a grants management approach that can assist the Consortium as they work with the State Council.

Table D-1: Services Provided by North Highland

The primary service areas are described in more detail below.

D.2.1 Program/Project Management

Effective program/project management is critical to organizing the time, tasks, and resources needed to guide the Consortium through the many activities required to achieve the objectives of the restoration projects. North Highland will provide project management support services over the life of the project.

Our project management approach to this project follows the standard project lifecycle and process groups from the PMBOK® Guide. Throughout the project, we will monitor and control for schedule, scope, and budget variance, and we will work with the Consortium to anticipate, assess and minimize risk.

In summary, the Approach described in the next section is designed to meet the needs of Consortium specific to restoration projects and various scope items identified in the RFP. This approach works because it is used by a team of experienced North Highland professionals with individual perspective and expertise that in total exceeds the sum of each individual. The approach and team is backed by the North Highland organization and local office depth of experience in State of Florida agency projects both at a State and Local level. This combination should give the Consortium confidence that the work will meet your requirements and timeframes. The work will provide the information to allow the Consortium to make important

management decisions about the restoration projects and provide a foundation for the future of the Consortium's work.

D.2.2 Administrative Management

The Consortium has asked for a number of critical administrative tasks to be supported throughout the life of the project. From management of the Consortium Board Meetings and procurement/contract support, to supporting the development of the State Expenditure Plan, these tasks will require a well thought out plan and approach to managing the documentation. Our team, led by our Project Manager, will initially develop an overarching strategy for the all the administrative tasks and create a document library (if one does not already exist) that will provide the Consortium with a single source for all meeting minutes, contract, procurement documents, plans, budgets, action item lists, policies, procedures, and other important document. To assist in managing this documentation, we have included a Deputy Project Manager who will support the Project Manager in validating and ensuring all administrative tasks are completed.

An important part of the administrative tasks includes the management of the Consortium Board meetings. The coordination begins with scheduling the meetings that have been identified and coordinating all the logistics. We have significant experience in managing meetings, as demonstrated by our work with the Department of Environmental Protection. The project involved developing a feasibility study for the Department to assess the ability of capturing all watershed and waterbody environmental projects across the State regardless of the source. The work involved scheduling multiple workshops, well in advance, with stakeholders from across the State. The day long workshops required coordination of schedules, development of meeting materials, meeting minutes, and follow-up action items tracking.

While administrative tasks are not necessarily an attractive job, they are vital to the success of any program. We are prepared to bring the right rigor and attention to detail necessary to be successful.

D.2.3 Communications

Communication planning and solid execution of the plan are imperative for coordinating the various stakeholders of this initiative. Our approach to stakeholder engagement will be guided by a communication management approach developed at the outset of the project. The purpose of a communication management approach is to establish regular communication with stakeholders and to define the procedures used to provide regular updates and status information in written and/or oral format to the Consortium members. Our assumption is that the Board will authorize communications with stakeholders and North Highland will develop and distribute communications.

The plan will describe the overall framework of how communications will be managed and coordinated for the Consortium. The plan will be developed in collaboration with the Consortium and will provide a framework to verify that the project team provides timely, relevant, accurate, and consistent information to the stakeholders.

Our approach and key activities for communication management includes:

- Confirm Consortium vision and goals
- Identify communication channels and timing

- Identify external stakeholders and roles
- Execute Communications approach (e.g., periodic meetings or other communications channels as documented in the approach)

D.2.4 Financial Management

North Highland has experience in providing financial support to public sector agencies. We have developed multiple budgets for agencies as a part of the development of legislative Feasibility Studies. We have created a tool that assists us in developing comprehensive budgets for projects and operations of programs. For the Consortium, we plan to first understand the budgeting and other financial support needs, and then either take over existing tools or leverage our tool to deliver the services. We will also leverage existing tools or create a tracking tool for the invoicing requirements.

D.3 Process for Providing Services

North Highland proposes to bring a standard methodology for establishing and maintaining management services. The project will use a sequence of work streams depicted in **Error! Reference source not found.** below to deliver the services.



Figure D-3: Work Streams

The execution of these work streams will enable the North Highland team to accomplish the following:

- Perform the work in a logical sequence and produce valuable results and informative documents throughout the project
- Match North Highland team member skills and experiences to the requirements of individual work streams
- Group activities in work streams that will result in the timely completion and submission of Consortium services

The work streams are:

- **Initiate** – Begins with the Contract award, continues through Project Kick-off, and produces the work products that define the Project Management Plan and project schedule. This work stream includes the transition services described in the next section.

- **Discover** – Gathers and assimilates existing information and documentation from the Consortium for the North Highland staff. We will also meet with the Consortium to clarify the requirements presented in the RFP.
- **Analyze** – Organizes all the existing documentation into a common document management tool (if one not available) and determine strategy for delivery of all the requirements.
- **Submit** – Deliver the appropriate documentation throughout the lifecycle of the project. Includes the review and approval by the Board members.
- **Project Management & Stakeholder Engagement** – Provides the overarching mechanism for managing the time, tasks, and resources for the duration of the project, from Initiate through Support. Provides continuous communication with Stakeholders through bi-weekly status reports/meetings and routine checkpoint meetings at various phases to validate progress is aligned with expectations.

D.4 Ethical Standards

North Highland upholds the highest ethical standards and mandates all employees do the same. Every year, employees are required to take multiple ethical standard training courses that are tracked for completion. In addition, we pride ourselves on our commitment to our clients. We guarantee our work and are committed to making our clients success.

D.5 Transition Strategy

We understand the Florida Association of Counties (FAC) staff are currently providing the services identified in the RFP. As such transition will encompass the following tasks:

- Meet with the FAC to initially go over all the requirements in the RFQ to validate our understanding of the need
- Identify existing documentation and document management approach
- Meet with the Board to validate their understanding of our role
- Meet with the FAC to identify tasks that we need their assistance to transition – tasks where we may need to observe their work or tasks where we may need them to verify we are doing the task correctly (Quality Assurance check)
- Identify and understand lessons learned from FAC's experience
- Finalize the timeline for transition based on the outcome of the prior tasks
- Complete the transition

FAC is a valuable resource that has supported the Consortium for over a year. We will leverage their time wisely, but will work closely with them to complete the transition. We anticipate the transition timeline to be no more than two (2) months but will confirm with them once the project is initiated.

D.6 Outstanding Litigation

North Highland, nor any of the proposed staff, is not involved in any pending or threatened litigation by or against the State of Florida or any other governmental authority.

D.7 Value Added Services

North Highland is a full service management consulting firm with over 30 employees living and working in Tallahassee, and additionally has offices in Orlando and Jacksonville. Our value add to the Consortium falls into three primary areas:

- Knowledge that we have resources local to Tallahassee that can be called upon to assist the Consortium
- We have resources located throughout the State that can be leveraged
- We have capabilities that may be of service to the Consortium over the life of the project

Our resources in Tallahassee have a breadth of experience including deep project management, communications, and stakeholder management. We also bring experience in working with Florida Department of Environmental Protection, Florida Fish and Wildlife Commission, Florida Clerks of Court and other relevant stakeholders to the Consortium. These relationships can be leveraged by the Consortium. Having local resources that are relevant to the work requested by the Consortium, reduces the risk of failure to the Consortium.

North Highland can also deliver resources across the State in strategic locations, if needed. With offices in Orlando and Jacksonville, we can quickly mobilize support for the Consortium. This also reduces the risk to the Consortium.

North Highland, based on other conservation projects, has established a relationship with an Environmental Engineering firm, Freydenborg Associates, to develop a Portfolio Management and Project Evaluation Strategy. The approach examines various inputs to determine the right projects to proceed with that have the greatest impact to the environment. We can bring that same strategy and rigor to the Consortium.

Finally, we have capabilities that can be leveraged by the Consortium as needed. We have a proven Stakeholder Management Strategy. The approach depicted in Figure D-4, includes the following:

- Preparation
 - Define goals
 - Identify stakeholders and potential issues
- Analysis
 - Identify points of view and interests
 - Develop strategy per stakeholder
- Implementation
 - Stakeholder discussions
 - Resolve disputes
- Monitoring
 - Ongoing review of stakeholder views
 - Evaluate program

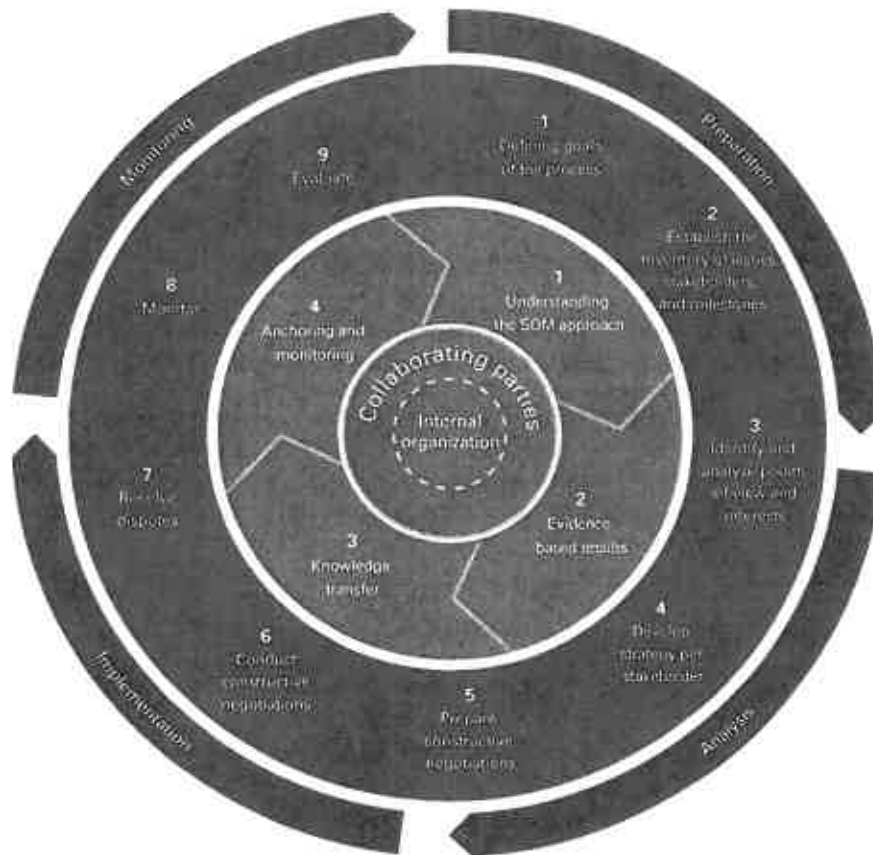


Figure D-4: Stakeholder Management Strategy

The Consortium will face a variety of stakeholders in the restoration management effort. From Florida State government entities, to Non-Governmental Organizations (NGOs), State Council, Federal government entities, and Florida Citizens. Having a well thought out strategy to manage the various stakeholders is critical. We have the experience to assist the Consortium to establish a plan and manage the stakeholders.

D.8 Additional Information

We are pleased to have the opportunity to provide the management services requested in the RFP. We believe North Highland is the best choice for the Consortium based on the following:

- We are local and are proposing resources that live and work in Tallahassee
- We understand the challenge of working with multiple counties from our experience with the County Clerks
- We have key relationships with State stakeholders such as Department of Environmental Protection
- We are proposing a Project Manager with over 25 years of experience managing complex initiatives and has been working with regulatory agencies for over 15 years
- We are proposing a support team that brings deep skills in critical areas including financial management, communications, administrative support and environmental issues
- We have additional capabilities that can be leveraged by the Consortium over the life of the project
- We are committed to the Consortium's success

We ask that you select North Highland as your management services partner.

D.9 Time Keeping System

North Highland uses Workday, a comprehensive time tracking enterprise solution, to track all time worked by our resources. Employees are required to record time on a weekly basis, specific to each client and project. Weekly time submissions go through multiple levels of approval to ensure accuracy. The information is maintained in the system indefinitely. A reporting tool can be used to extract information related to time charged to a client and project.

Tab E Firm's Fees and Expenses

North Highland proposes to provide the proposed services solicited with the specifications of RFP BC-01-10-17-16 Management Services for the Gulf Consortium. All work shall be performed pursuant to the Consortium's Request for Quote, which has been reviewed and understood.

The Exhibit below presents the monthly rate as requested.

Contract Term	Monthly Rate
Year One and Two	\$9,160.00
Subsequent Years (if contract extended)	\$9,160.00

We reserve the right to discuss modifying the Monthly rate in subsequent years if the scope of services changes or additional effort is required to complete the proposed scope of services.

North Highland believes fully the Department understands the need to establish baseline assumptions when conducting estimation and pricing activities. To this point, we present a list of those items we expect to discuss and validate with you during the negotiation process.

- North Highland will work with the Consortium to document the acceptance criteria of all of the work products during the project initiation phase. Agreeing to the scope of the work products will allow the parties to focus on the content of the work products without deliberating the scope during the development process.
- The Consortium will assist with coordination and logistics of internal and external stakeholder activities that are required for the successful development of the work products.
- The Consortium will provide review and feedback for the work products within a mutually agreed to timeframe, not to exceed 10 days.
- North Highland resource management is the sole responsibility of the North Highland Account Executive.

In addition, we anticipate negotiating a mutually agreed to contract. There are several terms that we would like to discuss wording adjustments. The areas we would like to discuss include the following areas.

SECTION	DESCRIPTION
RFP Section VII D Indemnification	<p><i>North Highland respectfully requests the below modifications to <u>Section VII D</u> to balance the scope of exposure with the work being performed.</i></p> <p>"D. Indemnification: The Contractor shall indemnify, defend and hold harmless the Consortium, its officials, officers, employees and agents, from and against any and all <u>third party</u> claims, <u>actual and direct</u> damages, liabilities, losses, costs, out of pocket expenses or suits of any nature whatsoever arising out of, because of, or due to any acts or omissions of the Contractor, its delegates, employees and agents, arising out of or under this Agreement, including</p>

SECTION	DESCRIPTION
	<p>reasonable attorney's fees. The Consortium may, at its sole option, defend itself or require the successful Contractor to provide the defense. The successful contractor will agree to acknowledge that ten dollars (\$10.00) of the amount paid to the Contractor is sufficient consideration for the Contractor's indemnification of the Consortium."</p>
<p>RFP Section VII F #3 Insurance</p>	<p><i>North Highland respectfully requests the modifications below in <u>Section VII F #3</u> to conform the requirements to the language of North Highland's existing insurance policies.</i></p> <p>"3. Other Insurance Provisions - The policies are to contain, or be endorsed to contain, the following provisions:</p> <p>a. General Liability and Automobile Liability Coverages (<i>Consortium is to be named as Additional Insured</i>).</p> <p>i. The Consortium, its officers, officials, employees and volunteers are to be covered as additional insureds as respects; liability arising out of activities performed by or on behalf of the Contractor, including the insured's general supervision of the Contractor; products and completed operations of the Contractor; premises owned, occupied or used by the Contractor; or automobiles owned, leased, hired or borrowed by the Contractor. The coverage shall contain no special limitations on the scope of protections afforded the Consortium, its officers, officials, employees or volunteers.</p> <p>ii. The Contractor's insurance coverage shall be primary insurance as respects the Consortium, its officers, officials, employees and volunteers. Any insurance of self-insurance maintained by the Consortium, its officers, officials, employees or volunteers shall be excess of the Contractor's insurance and shall not contribute with it. Contractor hereby waives subrogation rights for loss or damage against the county.</p> <p>iii. Reserved. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the Consortium, its officers, officials, employees or volunteers.</p> <p>iv. The Contractor's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.</p>

SECTION	DESCRIPTION
	<p>v. Companies issuing the insurance policy, or policies, shall have no recourse against the Consortium for payment of premiums or assessments for any deductibles with are all at the sole responsibility and risk of Contractor.</p> <p>b. All Coverages - Each insurance policy <u>(except Professional Liability Insurance)</u> required by this clause shall be endorsed to state that coverage shall not be suspended, voided, <u>or</u> canceled by either party, reduced in coverage or in limits except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to the County."</p>
<p>New Clause Limitation of Liability</p>	<p><i>North Highland respectfully requests the inclusion of a limitation of liability clause to balance the scope of exposure with the work being performed. Proposed language for discussion is included below:</i></p> <p><u>"Neither party shall be liable for any indirect or consequential damages related to this contract. Direct damages are limited to an amount not greater than the fees received by Contractor under this contract for the portion of the services giving rise to the claim."</u></p>
<p>New Clause IP Ownership</p>	<p><i>North Highland respectfully requests the insertion of the below language to provide clarity around Contractor's ownership of pre-existing and/or independently developed materials.</i></p> <p><u>"Notwithstanding anything to the contrary, this contract does not affect the ownership of Contractor's (or its subcontractor's) pre-existing and/or independently developed intellectual property or Contractor's ideas, know-how, processes, methodologies, and pre-existing and/or independently developed materials ("Contractor's Pre-Existing Materials"). For materials that are delivered under this contract, but that incorporate Contractor's Pre-Existing Materials not produced under the agreement for the Consortium, Contractor hereby grants to the Consortium a nonexclusive, royalty-free, right to copy, perform, display, execute, reproduce, and modify Contractor's Pre-Existing Materials, solely as contained within the deliverables to the extent reasonably necessary or useful for the Consortium to receive the benefit of the services or any deliverables from the services as contemplated by this contract."</u></p>

Tab F Forms, Licenses, Registration

Attached you will find the requested forms including:

1. Proposal Response Cover Sheet (see Tab A)
2. Equal Opportunity/Affirmative Action Statement
3. Insurance Certification Form
4. Certification Regarding Debarment, Suspension, and Other Responsibility Matters
Primary Covered Transaction
5. Affidavit Certification Immigration Laws
6. Non-Collusion Affidavit
7. Drug-Free Workplace Form

RFP Title: Request for Proposal for Management Services for the Gulf Consortium

Proposal Number: BC-01-10-17-16

Opening Date: January 10, 2017 at 2:00 p.m.

EQUAL OPPORTUNITY/AFFIRMATIVE ACTION STATEMENT

1. The contractors and all subcontractors hereby agree to a commitment to the principles and practices of equal opportunity in employment and to comply with the letter and spirit of federal, state, and local laws and regulations prohibiting discrimination based on race, color, religion, national region, sex, age, handicap, marital status, and political affiliation or belief.
2. The contractor agrees to comply with Executive Order 11246, as amended, and to comply with specific affirmative action obligations contained therein.

Signed: _____



Title: _____

AVP

Firm: _____

THE NORTH HIGHLAND COMPANY, LLC

RFP Title: Request for Proposal for Management Services for the Gulf Consortium
Proposal Number: BC-01-10-17-16
Opening Date: January 10, 2017 at 2:00 p.m.

INSURANCE CERTIFICATION FORM

To indicate that Bidder/Respondent understands and is able to comply with the required insurance, as stated in the bid/RFP document, Bidder/Respondent shall submit this Insurance sign-off form, signed by the company Risk Manager or authorized manager with risk authority.

- A. Is/are the insurer(s) to be used for all required insurance (except Workers' Compensation) listed by Best with a rating of no less than A:VII?

☒ YES ☐ NO

Commercial General
Liability:

Indicate Best Rating: **A++**
Indicate Best Financial Classification: **XV**

Business Auto:

Indicate Best Rating: **A++**
Indicate Best Financial Classification: **XV**

Professional Liability: Indicate Best Rating: **A**
Indicate Best Financial Classification: **XV**

1. Is the insurer to be used for Workers' Compensation insurance listed by Best with a rating of no less than A:VII?

☒ YES ☐ NO

Indicate Best Rating: **A+**
Indicate Best Financial Classification: **XV**

If answer is NO, provide name and address of insurer:

2. Is the Respondent able to obtain insurance in the following limits (next page) as required for the services agreement?

☒ YES ☐ NO

Insurance will be placed with Florida admitted insurers unless otherwise accepted by Leon County. Insurers will have A.M. Best ratings of no less than A:VII unless otherwise accepted by Leon County.

RFP Title: Request for Proposal for Management Services for the Gulf Consortium
Proposal Number: BC-01-10-17-16
Opening Date: January 10, 2017 at 2:00 p.m.

Required Coverage and Limits

The required types and limits of coverage for this bid/request for proposals are contained within the solicitation package. Be sure to carefully review and ascertain that bidder/proposer either has coverage or will place coverage at these or higher levels.

Required Policy Endorsements and Documentation

Certificate of Insurance will be provided evidencing placement of each insurance policy responding to requirements of the contract.

Deductibles and Self-Insured Retentions

Any deductibles or self-insured retentions must be declared to and approved by the County. At the option of the County, either: the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the County, its officers, officials, employees and volunteers; or the Contractor shall procure a bond guaranteeing payment of losses and related investigations, claim administration and defense expenses.

Endorsements to insurance policies will be provided as follows:

Additional insured (Leon County, Florida, its Officers, employees and volunteers) -
General Liability & Automobile Liability

Primary and not contributing coverage-
General Liability & Automobile Liability

Waiver of Subrogation (Leon County, Florida, its officers, employees and volunteers)- General Liability, Automobile Liability, Workers' Compensation and Employer's Liability

Thirty days advance written notice of cancellation to County - General Liability,
Automobile Liability, Worker's Compensation & Employer's Liability.

Professional Liability Policy Declaration sheet as well as claims procedures for each applicable policy to be provided

Please mark the appropriate box:

Coverage is in place ☒ Coverage will be placed, without exception ☐

The undersigned declares under penalty of perjury that all of the above insurer information is true and correct.

Name Elizabeth Schiavo Signature [Signature]
Typed or Printed
Date 1/3/17 Title CFO
(Company Risk Manager or Manager with Risk Authority)

RFP Title: Request for Proposal for Management Services for the Gulf Consortium

Proposal Number: BC-01-10-17-16

Opening Date: January 10, 2017 at 2:00 p.m.

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION,
AND OTHER RESPONSIBILITY MATTERS
PRIMARY COVERED TRANSACTIONS**

1. The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
 - a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
 - b) Have not within a three-year period preceding this been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of these offenses enumerated in paragraph (1)(b) of this certification; and
 - d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.
2. Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.
3. No subcontract will be issued for this project to any party which is debarred or suspended from eligibility to receive federally funded contracts.



Signature

AVP

Title

THE NORTH HIGHLAND COMPANY, LLC
Contractor/Firm

RFP Title: Request for Proposal for Management Services for the Gulf Consortium
Proposal Number: BC-01-10-17-16
Opening Date: January 10, 2017 at 2:00 p.m.

AFFIDAVIT CERTIFICATION
IMMIGRATION LAWS

Leon 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").

Leon 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 provision contained in Section 274A(e) of the INA shall be ground for unilateral cancellation of the contract by Leon County.**

BIDDER ATTESTS THAT THEY ARE FULLY COMPLIANT WITH ALL APPLICABLE IMMIGRATION LAWS (SPECIFICALLY TO THE 1986 IMMIGRATION ACT AND SUBSEQUENT AMENDMENTS).

Company Name: THE NORTH HIGHLAND COMPANY, LLC

Signature: [Signature] Title: ASSOCIATE VICE PRESIDENT

STATE OF Florida

COUNTY OF Leon

Sworn to and subscribed before me this 9 day of January, 2017

Personally known X

[Signature]
NOTARY PUBLIC

OR Produced identification _____

Notary Public - State of Florida

(Type of identification)

My commission expires: December 17, 2020



JEFFREY R. NEELEY
MY COMMISSION # GG 031207
EXPIRES: December 17, 2020
Bonded Thru Budget Notary Services

Jeffrey R. Neeley
Printed, typed, or stamped commissioned name of notary

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

LEON COUNTY RESERVES THE RIGHT TO REQUEST SUPPORTING DOCUMENTATION, AS EVIDENCE OF SERVICES PROVIDED, AT ANY TIME.

NON-COLLUSION AFFIDAVIT

I, E. SCOTT RAINCY of the city of TALLAHASSEE
according to law on my oath, and under penalty of perjury, depose and say that:

1. I am ASSOCIATE VICE PRESIDENT

of the firm of THE NORTH HIGHLAND COMPANY, LLC

in response to the Notice for Calling for Proposal for:

Management Services for the Gulf Consortium and that I executed the said proposal with full authority to do so.

2. This response has been arrived at independently without collusion, consultation, communication or agreement for the purpose of restricting competition, as to any matter relating to qualifications or responses of any other responder or with any competitor; and, no attempt has been made or will be made by the responder to induce any other person, partnership or corporation to submit, or not to submit, a response for the purpose of restricting competition;

3. The statements contained in this affidavit are true and correct, and made with full knowledge that Leon County relies upon the truth of the statements contained in this affidavit in awarding contracts for said project.


(Signature of Responder)

1/9/17
(Date)

STATE OF FLORIDA
COUNTY OF Leon

Scott Raincy PERSONALLY APPEARED BEFORE ME, the undersigned authority, Jeffrey R. Neeley who, after first being sworn by me, (name of individual signing) affixed his/her signature in the space provided above on this 9 day of January 2017.


NOTARY PUBLIC

My Commission Expires: December 17, 2020



JEFFREY R. NEELEY
MY COMMISSION # GG 031207
EXPIRES: December 17, 2020
Bonded Thru Budget Notary Services

DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that:

THE NORTH HIGHLAND COMPANY, LLC
(Name of Business)

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

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



Responder's Signature

1/9/17

Date

