

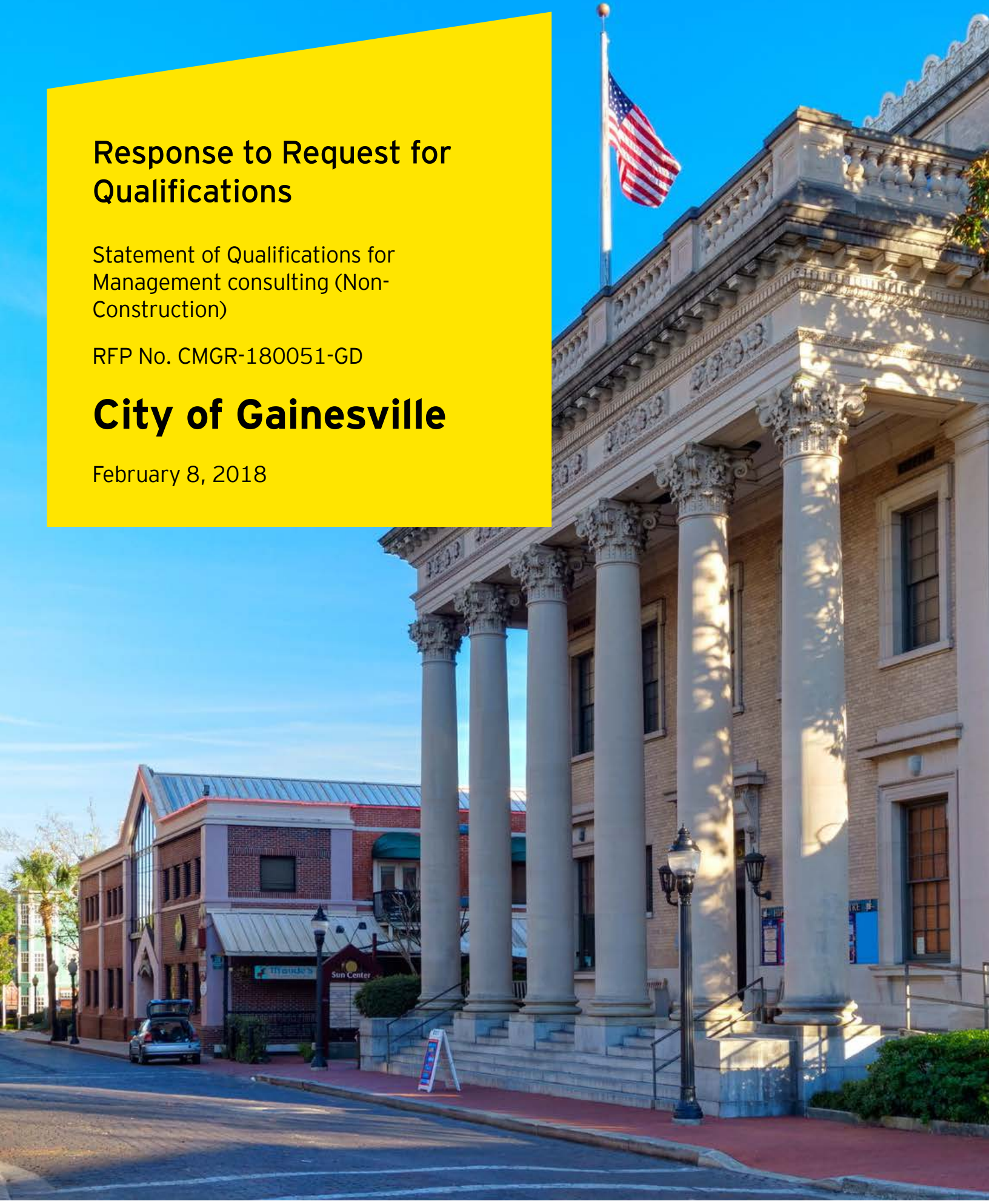
Response to Request for Qualifications

Statement of Qualifications for
Management consulting (Non-
Construction)

RFP No. CMGR-180051-GD

City of Gainesville

February 8, 2018



Gayle Dykeman
Senior Buyer, City of Gainesville Procurement Division
200 East University Avenue
Gainesville, Florida 32601

February 8, 2018

Dear Gayle:

On behalf of Ernst & Young LLP (EY), thank you for the opportunity to present our qualifications to provide the City of Gainesville with consultant services. We believe our firm is the best choice to provide management consulting services to the City of Gainesville (hereinafter "the City") for their citizen-centered cities initiative in 'Area 1 - Organizational Design' and 'Area 4 - Project Management' for the following reasons:

- ▶ **Strong public sector project management knowledge:** Government and Public Sector is a primary sector focus for our firm, with nearly 19,000 specialist professionals in more than 100 countries around the world. In the US, EY works with more than 2,000 public sector clients. Within the State of Florida, EY has providing critical oversight and project management services for a number of agencies, including the Department of Children and Families, Department of Health, Department of Highway Safety and Motor Vehicles, Department of Financial Services, Department of Education, Department of Economic Opportunity, and the Office of Financial Regulation. **Recently, EY received the PMI Distinguished Project Award for its work on the web infrastructure treatment services (WITS) project at the Florida Department of Children and Families (DCF).**
- ▶ **Deep organizational change management capabilities:** EY has proven experience within the State of Florida (and throughout the world) helping clients to enhance their transformation vision, and working with them side by side to create successful and sustainable change plans. As **IDC MarketScape** noted in their **Worldwide Organizational Consulting Services 2015 Vendor Assessment**, "for organizational consulting, EY is considered by clients to be the most capable of all firms at providing the necessary spectrum of business and IT consulting services" (August 2015, doc #258551). Additionally, EY was specifically recognized in 2014 for its Operating Model Design capabilities. We were awarded by the Association of Management Consulting Firms (AMCF) for thoroughly redesigning automated operations for the E. W. Scripps Company, which helped to better position the organization to succeed in the digital advertising and media world.
- ▶ **Independence and objectivity:** EY is committed to providing an unbiased assessment of the City's needs, combined with the options and steps needed to help provide successful improvements. We provide the ability and freedom to work with numerous solutions and are not tied to specific software or back-end capabilities, allowing us to make recommendations based objectively on your needs.
- ▶ **EY's framework for developing smart cities:** Technology provides cities new opportunities to address new and emergent challenges as they continued to seek ways of better serving their citizens. EY brings national and global experience and knowledge of Future and Resilient cities, as well as a framework and strategy for addressing the smart city challenge. EY has expertise and is a leader in driving value from asset and usage data, using smart analytics and innovative data sources, digitally enabling the infrastructure to improve citizen experience and generate better outcomes.

Our team is eager and available to start on this significant effort with the City. At EY we believe in building a better working world. If our clients do not succeed, we do not succeed. We will strive to deliver exceptional client service to the City and work with you to build a more efficient, connected and customer-focused culture.

Thank you again for the opportunity to present our proposal. We look forward to discussing our response and how we can assist in your transformation efforts to 'become a more citizen-centered city.'

Sincerely,



Ken Thomas, EY State of Florida Leader

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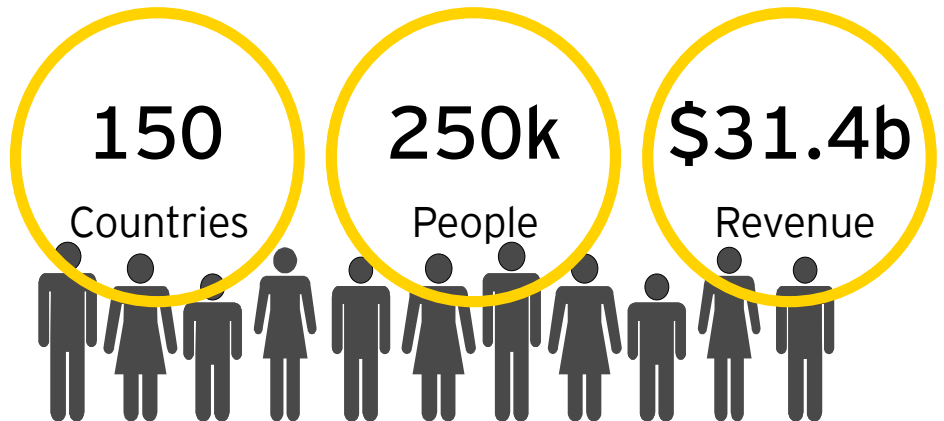
Ernst & Young LLP (the "EY US") is submitting this response for qualifications to the City of Gainesville. The US firm is part of the global organization of member firms (collectively, "EY") of Ernst & Young Global Limited, separate legal entities that perform professional services under the "EY" name worldwide.

Executive summary

EY is a global leader in assurance, tax, transaction and advisory services. Worldwide, we have 230,000 people based in 728 offices in more than 150 countries. EY LLP is a client-serving member of Ernst & Young Global Limited, operating in the US.

Firm overview

EY is a global leader in Advisory, Tax, Transaction and Assurance services with over 250,000 people worldwide. The insights and quality services we deliver help build trust and confidence in capital markets and economies across the world. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, our clients and our communities.



EY is recognized as a market leader in consulting and global service excellence by analysts and industry professionals. We provide focused teams dedicated to meeting our clients' needs through seamless combinations of skills relevant for each assignment. EY has been in business for more than 100 years and is a professional services organization united by a single operating structure and a common culture of innovation and knowledge sharing. This unique one-organization approach qualifies the people of EY to serve clients by bringing together more than 20 competencies, which transcend geographic borders and organizational lines.



The US firm is a substantial entity, with more than 46,000 people working across the country. Additionally, given our longstanding support to clients in the South region in the non-profit, public and private sectors, you will receive the attentive and individualized service characteristic of a local firm supported by our extensive experience and qualifications.

Our investment in Florida

We are heavily committed to the State of Florida, and in turn, we are directly invested in the success of CareerSource and its ability to support Florida's communities and families. Of the 82 office locations we have in the United States, seven (7) of our offices are located in the state of Florida. The EY Florida practice has provided more than 300 people to serve engagements for the State of Florida.

EY offices in Florida



Our Public Sector experience, recent contributions within the State of Florida

EY's Government and Public Sector (GPS) team helps governments navigate a fast-changing economic and business environment and emerge with economies enhanced, communities strengthened and a better working world for everyone. We have more than 17,000 GPS clients across Federal, state and local governments worldwide. We focus on key business issues that are impacting government today. EY has consistently helped the State of Florida and partner organizations complete complex projects. We have worked closely with the State on several enterprise-wide initiatives, including Independent Verification and Validation (IV&V) engagements with the Department of Economic Opportunity (DEO), Enterprise Florida, Department of Health (DOH), Department of Education (DEO), Department of Children and Families (DCF), AHCA's support with Puerto Rico Department of Health's MMIS initiative, and AHCA's Provider Data Management Systems (PDMS) to cite a few. We offer our services to a broad spectrum of clients where industry awareness, deep project management capabilities, and organizational assessment knowledge are critical, such as in this request for partners to support the City of Gainesville. In addition, we intend to engage our Tallahassee-based team members, several of whom have deep experience serving State of Florida agencies and partner organizations.

Our commitment to independence and objectivity

EY is committed to providing you with an unbiased assessment of your performance monitoring platform, combined with the options and steps needed to help provide successful improvements. We are fully capable of working with numerous solutions and we do not advocate for specific software or back-end capabilities. This allows EY US to make recommendations based objectively on your needs. We combine our independence and objectivity with a proven approach for evaluating existing solutions. Our experience working many of the solutions in the market, combined with our understanding of how peer companies are utilizing them, has afforded us valuable insights about their capabilities and challenges.

EY has deep global and national experience in successful project management delivery for non-profit, private and public sector clients. Within the State of Florida, EY has supported multiple clients by providing critical oversight services for varied agencies, including previous engagements at the Department of Children and Families, Department of Health, Department of Highway Safety and Motor Vehicles, Department of Financial Services, Department of Education, Department of Economic Opportunity, and the Office of Financial Regulation.

Assessment of Service Quality (ASQ) process

Our commitment to you will be bold, specific and measurable. The EY team will continuously solicit your input and feedback on how our team is performing relative to its commitment and your expectations. You will participate in our formal process to obtaining feedback known as the ASQ process. The ASQ process is initiated by an independent EY representative not part of the team and is designed to assess and improve service and relationship quality.

Through the ASQ process, we will seek to identify service quality issues, and then develop a follow-up action plan that will facilitate the efficient and effective resolution of all challenges and issues. During the ASQ process, we will administer the feedback requests through face-to-face interviews, paper-based surveys or online, depending on your preference. Overall, the ASQ process is a key driver in helping us meet our commitment to our clients.

Please note that within our response to the RFQ, we have included of varied projects within the public and private sectors. We have also provided three contacts as references (below), whom would be pleased to speak about our contributions to their endeavors from a project management and organization design perspective.



References

Reference # 1	
Organization	Board of Regents, University System of Georgia
Contact Person	Bobby Laurine, Chief Information Officer
Contact Phone Number	+1 443 745 2055
Contact Email	bobby.laurine@usg.edu
Project description	<p>The University System of Georgia Board of Regents engaged EY to assess the ITS organization. The scope included</p> <ul style="list-style-type: none"> ▶ Assessment of current IT portfolio of services and delivery capabilities ▶ Assessment of the adequacy of the existing governance model, including oversight processes, performance measurement and reporting, escalation paths and decision-making rights ▶ Identification and prioritization of improvement opportunities to help reach ITS desired state

Reference # 2	
Organization	BB&T Bank
Contact Person	Ann Hardison, ASQ CQIA, Vice President - Quality Manager - Data Quality Center of Excellence (currently with PNC Bank, Wilson, NC)
Contact Phone Number	+1 252 290 0356
Contact Email	ann.hardison@pnc.com
Project description	<p>BB&T Bank engaged EY to assist with:</p> <ul style="list-style-type: none"> ▶ Developed a project management office for its multi-year finance transformation initiative including creation of project reporting tools and meetings cadences, as well risk/issue/decision management protocols ▶ Created a Target Operating Model for the Finance organization ▶ Executed project management for a project team of +50 resources and an organizational change management network of 90+ members throughout the life of the project

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Reference # 3	
Organization	Georgia Department of Behavioral Health and Developmental Disabilities
Contact Person	Jeff Minor
Contact Phone Number	404-232-1642
Contact Email	Jeff.Minor@dbhdd.ga.gov
Project description	<p>To provide organization redesign support to realign organization structure in support of a more efficient, connected and customer-focused culture. EY:</p> <ul style="list-style-type: none"> ▶ Collaborated with the client to confirm the case for change ▶ Conducted interviews with key stakeholders to understand case for change, current state operations and identify opportunities for improvement ▶ Developed high-level and detailed organizational structure

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Scope of requested services

For this RFQ, EY is providing our expertise and knowledge in the following two areas:

Area 1 - Organizational Design

Area 4 - Project Management

EY has broad capabilities which comprise the type of support the City is seeking consultants for in each of the six areas. However, we are focusing on these two areas as we believe our strengths as a firm will be best positioned to assist the City in these capacities. It is worthy to note that our capabilities intersect each of the two stated Areas. For example our Project Management capabilities would be unilaterally applied to any project the City would engage us to support, and we would provide leading-practice Project Management approaches and tools within an Organizational Design engagement. In turn, we would apply the appropriate Subject Matter Resources and Methodologies to any engagement the City would opt to collaborate with EY to execute.



Area 1- Organizational design

Area 1 - Organizational design

Project understanding and approach

Describe your understanding of the objectives and scope of the requested services and your general approach to such. Include a general time frame for being able to respond to City requests for specific project proposals.

Our understanding

The City of Gainesville is seeking management consulting services in organizational design management area. In our review of publically available materials, we understand that the City of Gainesville is paving the way to redefining the city - a new American city. A journey that is anchored on four fundamental questions, how might we:

- ▶ Build equity & vibrant neighborhoods throughout Gainesville?
- ▶ Shape a bright future for each & every person in Gainesville?
- ▶ Create space for ingenuity & partnership to thrive in Gainesville?
- ▶ Cultivate job diversity & economic vitality in Gainesville?

But at the core of the transformation journey are the citizens of Gainesville. As such, many Departments and Offices within the City of Gainesville may undergo changes in their organizational structure to better serve and respond to the needs of your citizens.

Organizational design is defined as the way that structures, roles, capabilities and resources are designed to deliver a specific strategy and operating model blueprint. It is the formal system of accountability that defines key positions and enables the efficient allocation of resources to support business outcomes.

EY has a strong track record in delivering integrated designs by adopting a systematic and structured approach which aligns all interdependent components of an organization before completing the design. Organizational redesign projects that focus purely on structure and process typically fail to realize the desired benefits because they do not take into account an organization's talent, performance and cultural elements.

Our experience has shown us that for organizational design to be sustainable, it should be "fit for purpose" to meet the organization's strategic objectives. As such, we typically consider the following factors:

Stakeholder management

- ▶ Aligning the leadership team to drive and defend the case for change
- ▶ Engaging stakeholders from the start to build consensus and to create buy-in
- ▶ Recognizing the range of stakeholders and their spheres of influence

Integrated Design

- ▶ Understanding the wider context of the organization's systems and its interactions with component parts
- ▶ Creating congruence between people, processes, structure, infrastructure and governance to align with overall vision and strategy
- ▶ Balancing innovative thinking with implementing a pragmatic solution within the defined scope

Sustainable Value

- ▶ Using the case for change to drive the design process
- ▶ Aligning financial and non-financial benefits to create measurable value
- ▶ Planning ahead to build an organization that is flexible and can withstand changing requirements

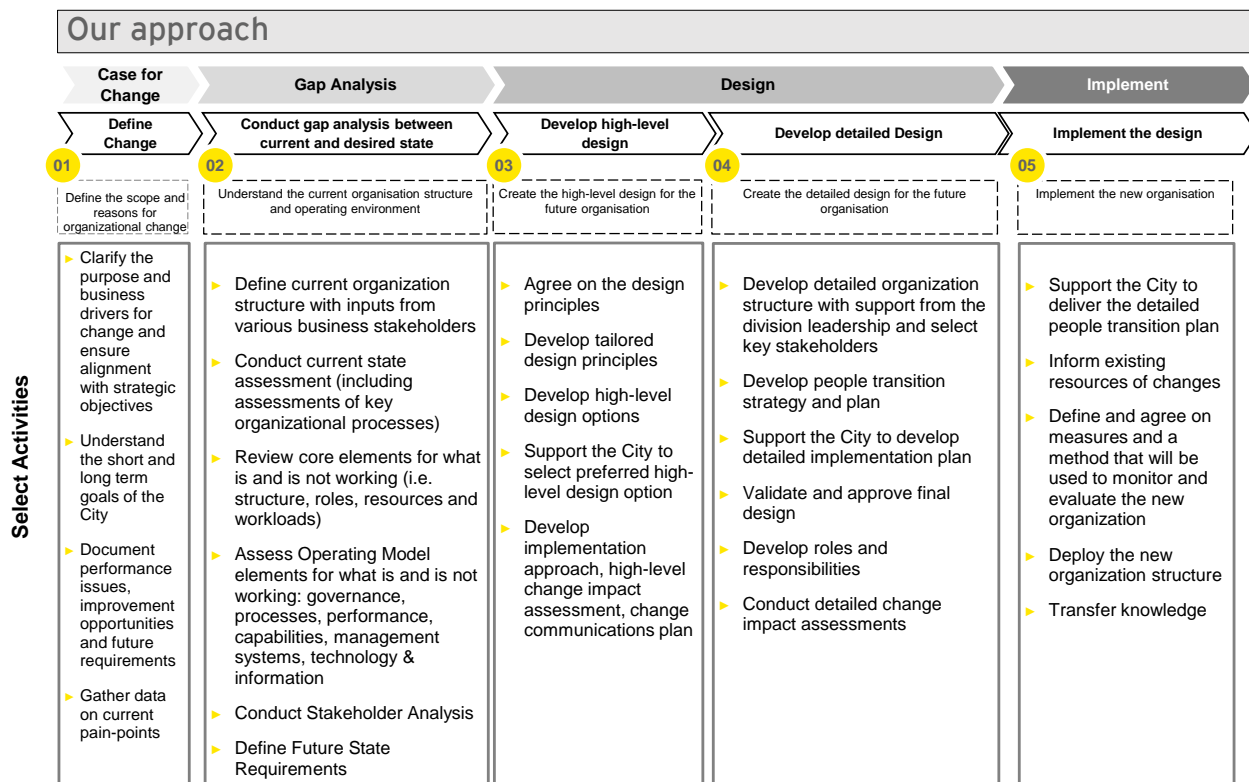
Change Management

- ▶ Understanding how to deliver and manage the change journey given the current culture of the organization and how it works with related agencies
- ▶ Maintaining the same levels of “business-as-usual” while undergoing organization change exercises
- ▶ Ensuring changes are embedded so that the organization will not revert to “old ways”

EY will work with staff across all levels and layers across the City of Gainesville. As demonstrated by our organizational experiences, we will work with the project sponsors to identify and engage individuals who will be a part of the project team, staff who have the institutional knowledge and subject matter that will help inform the project direction and key stakeholders who have an interest or will be impacted by the project.

EYs approach to organizational design

We will utilize our proven five-step approach to designing organizational structures. Our approach is collaborative and will solicit input from staff across the different layers and levels of your agency. Taking into account your agency’s purpose, we will define a structure that best addresses how you can improve its capabilities with a lens to the future. This approach reduces the risk of role confusion within the organization by clearly defining who does what ultimately increasing focus on value-added activities, driving scale and removing duplicative functions:



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1 - Case for Change

As the project starts, the main focus will be to assist with the articulation of the case for change, the consideration of the costs, benefits and risks associated with the case for change, better understanding of the strategic drivers, establishment of your readiness to adopt a new organization model and confirmation of management's commitment to the endeavor.

2 - Gap Analysis

- ▶ Gather information from sources in an effort to better understand your current state. Documentation reviews and interviews will be the main sources for information gathering.
- ▶ To gain a greater understanding of your agency's structure, we will review the management layers and spans of control. Management layers refer to the total number of layers that are counted from the top of the unit to its bottom. Spans of control refer to the number of employees each manager supervises.
- ▶ Identify effective mechanisms for making decisions and opportunities for reducing bureaucracy in the future state organization design
- ▶ Manage stakeholder involvement in the design, build and implementation to lead to acceptance and adoption in affected areas of the business.
- ▶ Validate requirements and major capabilities needed in the future organization and clarify where and how capabilities will be delivered

3 - High Level Design

- ▶ Confirm the future business requirements based on the target operating model; in order to determine needed enterprise/functional skills, competencies and capabilities for the future organization design options
- ▶ Develop design principles and selection criteria to provide a means of assessing design options against the desired purpose and outcomes of the organization design and underpinning decision making on the future state design
- ▶ Define high level organizational design through development of options against the previously defined selection criteria
- ▶ Build tactical plan to disseminate the right information to the right people at the right time, proactively address concerns related to the project, minimize anxiety and build awareness and understanding

4 - Detailed Design

- ▶ Define key scope assumptions per function, team and business unit
- ▶ Detail the preferred high level design option to define the level 2 organizational structure including: team and role definition, reporting lines, key spans of control and influence, and, high-level headcount
- ▶ Refine role profiles that include finalized job titles, role overview reporting lines, accountabilities and responsibilities, and required experience, skills and qualifications
- ▶ Capture the key considerations and activities which need to be completed prior to the full implementation of the new organization design i.e., what the agency needs to do to 'stand-up' the new design
- ▶ Assess the impact (amount and type) that transformation changes will have on people process and technologies and "how" those changes will impact the existing organizational structure, roles, skills and ways of operating

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5 - Implement Design

- ▶ Stand up the agreed upon new organization structure operationalize the approved roles, responsibilities, governance, FTE needs
- ▶ Co-develop communicate change -specific messages and communications strategy for internal and external stakeholders
- ▶ Define mechanisms to collect feedback and monitor level of support, commitment and compliance with the change
- ▶ Provide agency with knowledge artifacts produced during the organization redesign activities



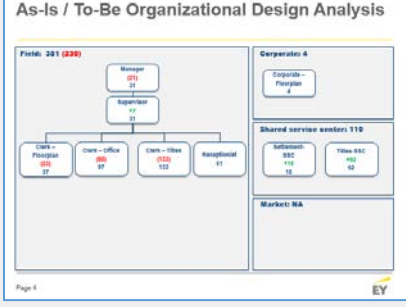

Our approach aligns with your overall objective of making Gainesville a citizen centered, people empowered city because throughout the delivery of our work, we incorporate the customer-centric perspective. Throughout the course of the project, we will capture and incorporate the voice of the customer. This requires knowing, understanding and segmenting your customers. We will design an organization that accounts for the perspectives of the customers.

Approximate timing for contract negotiation:

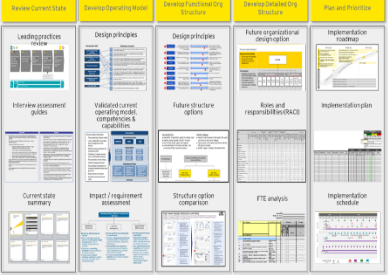

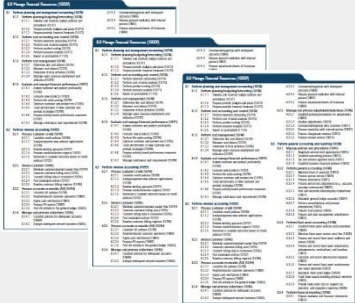
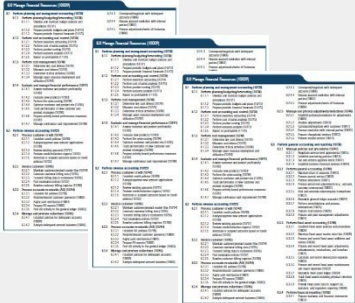
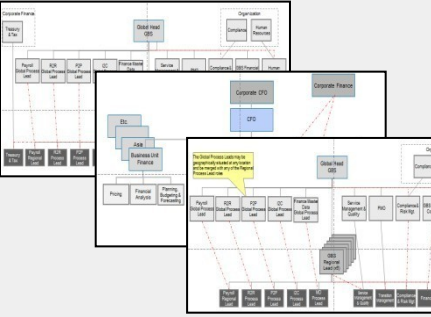
Should EY be afforded an opportunity to provide services to the City of Gainesville, we estimate approximately ten to fifteen business days from initiation of the negotiation effort through completion of a contract and Statement of Work (SOW).

Tools


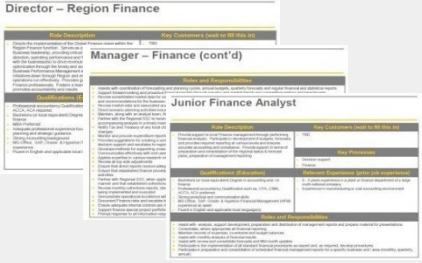
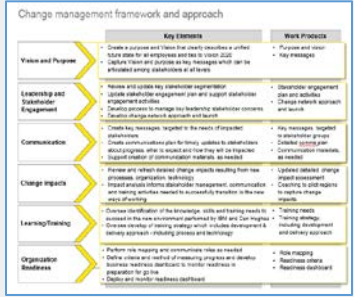

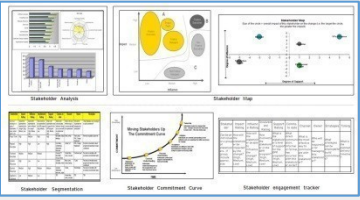
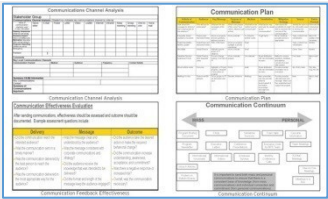
Through our experience delivering projects of similar scope, we have developed a series of tools and accelerators which can be leveraged at each phase of the delivery process, from Requirements and Design through to Support. Powered and maintained by our delivery teams, the following table illustrates selected tools and templates that we will use during our projects on an as needed basis (please note that we have over 200 toolkit / templates that are specifically focused in the area of performance management, reporting and analysis, and planning and budgeting transformation).

	Accelerators/ Tools	Description	Sample/Preview
	<p>Case for change</p>	<p>This document will articulate the purpose, benefits, and anticipated results of the transition</p>	
<p>Organizational design</p>	<p>Workshops</p>	<p>EY will facilitate group workshops to collect insights, drive decisions, and leave with actionable results</p>	
	<p>As is/to be analysis</p>	<p>This document will outline the existing organizational structure and key functions/tasks for impacted roles, as well as the future organization, key functions, and tasks</p>	
	<p>Role impacts and Roles Database</p>	<p>This breakdown of the changes to impacted roles will support individuals as they shift their tasks/actions. The impacts will support development of a database of varied roles (linked to processes), including industry standard responsibilities, qualification scales and competencies</p>	


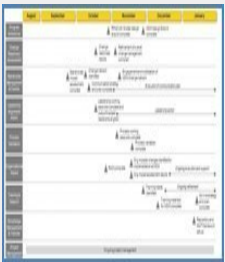
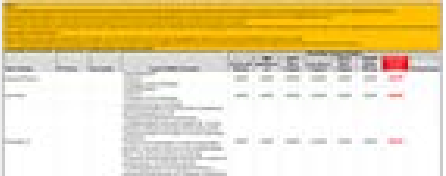
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	<p>Organization design approach</p>	<p>EY's detailed approach outlines key, proven steps in each phase of the assessment and design to ensure and accurate and appropriate As-Is/To-Be plan</p>	
	<p>Collaboration session</p>	<p>Project team members and stakeholders will participate in collaboration sessions which driving to alignment and facilitate quick decision making</p>	
<p>Organizational design</p>	<p>Market insights and industry benchmarks</p>	<p>Directional guidance on best in class City/Government functions</p>	
	<p>Market insights and industry benchmarks</p>	<p>Directional guidance on best in class City/Government functions</p>	
	<p>Organization structure inventory</p>	<p>Inventory of organization structures, by Operating Model component</p>	

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	<p>ThinkTank session</p>	<p>Virtual platform to drive stakeholder alignment and agreement on performance criteria and evaluation scale</p>	
	<p>Job profile templates</p>	<p>Comprehensive template recording all critical aspects of a role such as purpose, qualifications, key responsibilities, key interfaces, etc.</p>	
<p>Organizational design</p>	<p>Change management strategy</p>	<p>This strategy document will be an actionable outline of communication and engagement, training, readiness, and organization design related approaches and activities</p>	
	<p>Leadership alignment</p>	<p>Develop leadership action plans to maintain or increase support for projects as needed. This will build a coalition of leaders to facilitate changes taking place within the City.</p>	
	<p>Stakeholder engagement</p>	<p>A scalable plan to inform and engage the City's leaders and stakeholders so that they are clear about the vision and impact. For the plan to be effective, we will need to engage leaders at all levels across the City as deemed appropriate.</p>	
	<p>Communications</p>	<p>Based on stakeholder impacts. Communications strategy and plans will deliver targeted communications to all stakeholders to drive awareness, understanding and commitment for the City's vision for change.</p>	

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Organizational design	<p>Change readiness</p>	<p>Will identify barriers, levels of buy-in and preparedness to support the City’s case for change and change management vision. This will be an iterative process as projects proceed.</p>	
	<p>Training strategy & plan</p>	<p>Outlines the training development and delivery approach – which will be developed in consideration of training timing and execution expectations communicated by the City’s project leadership. The strategy and plan defines leading practice standards and principles surrounding training delivery, as well as specific approaches for measuring training effectiveness and providing post training remediation where needed.</p>	 

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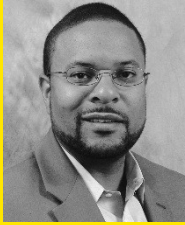
Proposed project staff

Identify the key personnel who will be directly assigned to this project. State the qualifications and related experience of each member of the proposed project team.

The proposed team's experiences and backgrounds are key in serving the City of Gainesville. We have an understanding of your requirements and have assembled the right team for the proposed work. We will leverage our existing knowledge and proven methodologies to minimize the demands on your personnel and disruption to your business. Below is a listing of the proposed team and their relevant competencies.

Team Member/ Role	City of Gainesville Job Title	EY Level	Years of Experience	Organizational Design Relevant Competencies						
				Organizational design and operating model development	Performance Management	Process/ Policy analysis and development	Stakeholder engagement	Leadership Alignment	Communications Planning & Delivery	Change Management
Brian Woods	Senior Consultant	Senior Manager	20	✓	✓	✓	✓	✓	✓	✓
Belinda Minta	Senior Consultant	Senior Manager	15	✓	✓	✓	✓	✓	✓	✓
Sabrina Williams	Consultant	Manager	14	✓	✓	✓	✓		✓	✓
James Travis	Junior Consultant	Senior	2	✓					✓	✓
Jeremy Bielata	Junior Consultant	Senior	5	✓		✓			✓	
Nina Sorenson	Junior Consultant	Senior	6	✓				✓	✓	✓
Colin Stephens	Program and Administrative Support	Staff	7	✓		✓			✓	✓
Anuj Arggawal	Program and Administrative Support	Staff	4	✓		✓				✓

Organization design team bios



Brian Woods

*Organizational Change
Management and
Strategy SMR*

+1 404 817 5181
brian.woods@ey.com

Recent clients include:
Florida DFS

Brian Woods is a Senior Manager in Ernst & Young's Advisory Services practice. Brian is an experienced organizational change, communication, and talent strategy specialist with 20 years of enterprise-wide transformation experience supporting over 40 clients in public, private and non-profit organizations.

Prior to joining Ernst and Young, Brian worked with clients in multiple industries in the design and deployment of innovative, tangible "people" solutions for complex regional, national and global process improvement and technology implementation initiatives. He has spent several years in the Public Sector industry, where he was directly responsible for facilitating process change enablement for several large State process and technology adoption programs. Trained OCM Methodology Facilitator - The Heart of Change (John Kotter's 8 Steps of Change).

Selected engagement experience

- ▶ Developed a new communication plan and created a comprehensive organizational change management (OCM) strategy to support change activities prior to the Design and Implementation phases of a Finance transformation for a State government. Developed knowledge transfer content for Executive Sponsors and Project Leadership on creating a case for change, confirming change impacts, analyzing stakeholders, determining business readiness and establishing a change network to mitigate potential resistance. Designed and supported implementation of a 15-18 month tactical plan with the State's OCM team. Deliverables were completed on-time with strong client satisfaction.
- ▶ Coached Executive Director led change enablement scoping and facilitated project kickoff and process redesign workshops for a Human Resources and Payroll transformation program impacting 25 target audiences comprised of 200,000 employees. All change management and technology adoption deliverables were completed on time and within budget.
- ▶ Managed work planning and budgeting and developed change enablement and communication standards for a newly defined e-Government Program Management Office (PMO). Program roadmap, budget and strategy deliverables were completed on time and within budget.
- ▶ Developed a change readiness program, identified change leaders, and facilitated future business state visioning workshops for a Finance process improvement and technology implementation program.
- ▶ Financial Services - Co-facilitated strategic design, development, and implementation of a new governance organization created to provide oversight for and increase investment value across the client's \$65M Finance IT project portfolio. Developed and supported execution of multiple workshops with Business and IT stakeholders to confirm portfolio management, change management and data governance priorities for the new organization, as well as new operating procedures, assessment methodology, job descriptions and supporting Business/IT functional roles and responsibilities.
- ▶ Financial Services - Co-facilitated change management, communications and training for a Bank's General Ledger and Subledger transformation. Led a change management diagnostic to confirm opportunities to improve the client's organizational change capabilities and operating model. Developed a comprehensive stakeholder management program and established a cadence for interviews with 40+ stakeholders. Led design and managed execution of the client's communication and training strategies and plans.

Education

- ▶ BA in History, Emory University
- ▶ MPA, Syracuse University


Belinda Minta

Senior Manager
Advisory Services

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belinda.minta@ey.com

Belinda Minta is a Senior Manager in the Advisory Government and Public Sector practice. She has experience working with federal and state government agencies, health plans and providers. Through her professional career, Belinda has 15 years of experience that spans across regulatory compliance, disease, care, and utilization management, quality improvement initiatives, project and program management as well as financial management.

Selected engagement experience

- ▶ Led the Office of Account Management at a State health and human services agency through strategic visioning and development to develop strategic priorities and responsibilities
- ▶ Supported the implementation of a communications strategy for the Office of Public Affairs
- ▶ Worked with a State health and human services agency on their communications strategy transformation, design and implementation of functional responsibilities for the Office of Account Management, and organizational redesign of the Office of Intellectual and Developmental Disabilities
- ▶ Led a team to design a performance improvement framework, initiate and mobilize and enterprise project management office (EPMO), develop and implement effective stakeholder relationship management strategies for a State health and human services agency, and redesign the procurement and contract development operating model.
- ▶ Lead a State health and human services agency through program and communications management activities that support the implementation of key strategic initiatives.
- ▶ Worked with a State health and human services agency to establish a communications strategy and plan to be used to report progress against key recommendations required by the Department of Justice (DOJ). Developed process to identify risks/mitigation, facilitate tracking and communication of status towards remediation of issues key outcomes.
- ▶ Supported a State health and human services agency with the redesign of their provider network management operating model. Conducted current state assessment and process gap analysis of the provider network management operating model. Conducted interviews and information gathering sessions with process owners and stakeholders. Participated in working sessions with key stakeholders to validate findings. Utilized the RACI framework to define accountable and responsible individuals across functional areas. Developed current and future state process flows, provider network management operating model. Developed implementation roadmap that defined activities to be implemented to attain a successful future state operating model.

Education

- ▶ MBA, Emory University
- ▶ MPH, Columbia University
- ▶ BA, Wesleyan University


Sabrina Williams
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Services*

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Sabrina Williams is a Manager in the Advisory Services practice of Ernst & Young LLP. She has over 14 years of experience serving clients in multiple industry sectors, including Financial Services, Retail, Government, Non-Profit, and Media & Entertainment. Her professional experience spans target operating model design, Lean/Six Sigma business process improvement, organizational change management, and training design and delivery. Her change management experience has been focused on delivering change support for large, multi-year Transformations programs that have required comprehensive stakeholder analysis and engagement planning, impact assessments, communications planning, and organizational readiness assessments.

Select engagement experience

- ▶ Led the Change workstream of a large transformation program for a professional services firm that included crafting of Executive-level presentations to drive decision making, development of Change and Communication plans for 11 workstreams, detailed analysis of stakeholders and change impacts, defining of the case for change and the execution of communications to impacted end users across the firm.
- ▶ Delivered Change support for foreign government FATCA compliance project that included Change Strategy, internal and external stakeholder analysis, communications plan, and high level Training Strategy.
- ▶ Conducted stakeholder analysis and developed multi-year Change strategy, Communications Plan and end-user Change Management Toolkit with self-service instructional guides for a large retail bank.
- ▶ Developed Organizational Change Management Toolkit, Communications Plan and Stakeholder Management materials for multi-year Claims Transformation Program with large midwest P&C Insurer.
- ▶ Conducted cross-functional assessment of UK insurer, including span of control and detailed activity analysis, the application of benchmarking, and LO-3 process analysis to identify areas of inefficiency and activity fragmentation across the enterprise. Delivered Organization Design recommendations to restructure the Finance function and launch 3 CoEs.
- ▶ Performed detailed assessment of challenges in client-vendor relationship that identified misalignment in project objectives and insufficient and unclear governance and controls processes; delivered recommendations to improve on-time and under-budget delivery.
- ▶ Led 2 Business Process improvement workstreams for Bank Holding Company that identified opportunities to improve process efficiency by ~25% in Order to Cash and Procure to Pay processes.
- ▶ Supported Average Daily Balance reporting projects to reduce manual intervention in reporting by ~40%, improve data accuracy, and enable compliance with regulatory controls.
- ▶ Created competency model and job roles for P&C Claims organization to guide performance management, recruitment, and L&D strategies.

Education

- ▶ MBA, NYU Stern
- ▶ MBA, London Business School
- ▶ MS, New York University
- ▶ BS, Georgetown University



James Travis

Senior
People Advisory
Services

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Recent clients
include:
DuPont
Tyson Foods

James Travis is a Senior in the People Advisory Services practice of Ernst & Young LLP. He joined the firm in March 2017, from Hitachi Consulting. James has experience as both a technical and a change management leader on large-scale SAP implementations and Business Intelligence (BI) reporting projects, working closely with C-level executives to determine and implement financial reporting strategies. He has spent the past two years as a Finance Change Management leader on merger and acquisition projects for Fortune 100 companies.

James graduated from Wake Forest University as a dual major in Business & Enterprise Management and Communications. In his spare time, James is a radio host for College Football and Basketball broadcasts.

Selected engagement experience:

- ▶ *Finance Transformation and Integration* - supported organizational change efforts for \$100+ Billion Merger, supporting org design, transition planning, and reporting efforts for Finance group
 - ▶ Defined and executed Change Management Strategy and Communication Plan for audience of 300
 - ▶ Led Change efforts (training, communications, and governance) efforts for multiple simultaneous financial reporting implementations
 - ▶ Created audience and impact assessments to determine change needs and approach
- ▶ *Finance Transformation and Integration* - led organizational change efforts for large-scale merger and integration onto a single ERP and Reporting Platform for Fortune 50 Consumer Products Manufacturer
 - ▶ Owned Finance Controlling audience of nearly 800, including identify key Stakeholders and Impacts
 - ▶ Developed and executed the Master Org Change plan and Communication Plan to asses and manage change
- ▶ *SAP FICO Implementation* - led Financial Reporting team for ERP and Business Intelligence (BI) implementation for Fortune 50 Consumer Product Manufacturer
 - ▶ Teamed with C-level executives to define Reporting Strategy and design Internal Financial Reports
 - ▶ Led Financial Reporting go-live training and support efforts
 - ▶ Developed Ad-Hoc Reporting tool: utilized Query Designer to create queries for use in Analysis for Excel and maintained Multi Provider of over 300 unique terms (150+ calculations)
- ▶ *SAP FICO Implementation* - supported ERP and Business Intelligence (BI) implementation for Fortune 50 Consumer Product Manufacturer
 - ▶ Oversaw documentation and creation of all financial reporting requirements and scope definition
 - ▶ Compiled an inventory of 1000+ key financial reports to simplify the company's financial reporting strategy
 - ▶ Led team of developers to create 50+ financial reports using SAP BOBJ Web Intelligence (WEBI)
- ▶ Industry lines
 - ▶ Consumer Products
 - ▶ Manufacturing
 - ▶ Sports, Media, and Entertainment

Education

- ▶ BA, Wake Forest University



Jeremy Bielata

Senior
People Advisory
Services

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Recent clients include:
University of Virginia
MetLife, Inc.
Mondelēz
International, Inc.
Comcast Corporation
Cobb County School
District
Milliken & Company

Jeremy Bielata is a Senior Consultant in the People Advisory Services practice of Ernst & Young LLP. He has over 5 years of professional services experience with 3 spent on HR transformation focused on process and service delivery and the remaining immersed in HR program and process evaluation particularly concentrated on performance improvement and leading practice guidance.

Selected engagement experience:

- ▶ Advised and supported an HR transformation for a higher education institution undergoing a restructure of HR while implementing a new HRIS (Workday). Focus area was detailed design of the HR service delivery model and the various functional areas (e.g., ER, Talent Management). Key activities consisted of managing the development of operational requirements by delivery function, developing a revised HR process taxonomy to be used for process mapping and org alignment, supporting the organizational design efforts and overall service capability build out.
- ▶ Designed and developed an HR operating model for an organization divesting from a global insurance company. Key activities consisted of process interviews, future-state design and analysis, and HR operating model validation sessions.
- ▶ Supported an HR service delivery transformation for a large global food manufacturing company of approximately 100,000 employees, to enable captive shared service centers for the HR function. This included the design and documentation of HR processes for both the North American and the northern European regions.
- ▶ Managed the design and implementation of interim reporting and interfacing solutions for day one of an HR integration within the context of a \$45 billion mega-deal. Assisted with the system mapping exercises for all pertinent data values (HRMSs: SAP and PeopleSoft), completed extensive downstream impact analyses, supported the development of the interim solutions and facilitated multiple rounds of integration testing.
- ▶ Participated in a vendor selection to stand up the end to end HR function (e.g., HR, Benefits, Talent, and Payroll) for the product of a divestiture. Key activities consisted of process walkthroughs, vendor comparison, analysis of business requirements and union contracts, an interface risk assessment, and validation exercises of the future state model to prepare for day one.
- ▶ Contributed in a go live readiness assessment for a school district implementing a new HR/Payroll System. The assessment covered a comprehensive review of end to end HR, benefit and payroll processes, system interfaces, reporting components, balancing and testing, and system application controls.
- ▶ Supported an HR functional performance assessment for a global textile and chemical manufacturing company with the main objective to test the level of integration within HR (e.g., SAP HR, policies, operational processes), identify gaps between HR's current-state and desired future-state, and finally develop a road map of recommendations to support the transformation.
- ▶ Industry lines
 - ▶ Global Manufacturing
 - ▶ Media & Entertainment
 - ▶ Financial services
 - ▶ Energy & Utility
 - ▶ Higher Education
 - ▶ Not-for-profits

Education

- ▶ B.B.A. in International Business, B.B.A. Management. Russian Language Minor, University of Georgia

Certification(s)

- ▶ Human Resources Certification Institute (HRCI) - Professional in Human Resources (PHR; SHRM-CP)



Nina Sorenson

Senior

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Nina is a Senior with EY's People Advisory Services (PAS) practice. She joined the firm in 2015 and has over 6 years of consulting and change management experience, three years of which were on federal engagements. Nina has experience working on projects relating to communications, training, business readiness, and organizational design. She also has 2 years of experience working directly for the federal government. She is currently on EY's Project Mercury, a large SAP implementation project, leading global communications efforts.

Engagement experience:

- ▶ **Change Management:** Led change management for a major pharmaceutical's SAP implementation. This included stakeholder engagement, business readiness, communications, and change impact identification.
- ▶ **Communications:** Led global communications efforts for EY's project Mercury
 - ▶ Lead global cutover communications in Canada, Germany, Switzerland, Austria, South Africa, United Kingdom, and the US
 - ▶ Lead communications for a SAP implementation with the US Department of Defense
- ▶ **Process mapping and redesign:** Worked to develop a new statistical collections processes for a major federal agency and set up new offices and processes for statistics collections and needs identification.
- ▶ **Organizational Design:** Developed a new roles and job descriptions for a federal logistics agency, including system access testing for segregation of duties for audit compliance
- ▶ **Training:** Developed training for a variety of engagements, including EY's project Mercury and US Federal SAP implementation projects. Worked as a training lead, working with process owners for three major process areas for EY's engagement lifecycle

Education

- ▶ M.A. in International Affairs, The George Washington University
- ▶ B.A. in Politics and International Affairs, Scripps College


Colin Stephens
Staff
Advisory Services

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Colin Stephens is a staff in the Advisory Services practice of Ernst & Young LLP. He has experience in independent verification and validation (IV&V) services and strategic implementation of technology throughout the state of Florida. He also has more than 7 years of experience in information technology, telecommunications, and technology planning, specifically Voice over IP (VoIP) implementation and enterprise infrastructure enhancement throughout the State of Florida. Prior to EY, he was a VoIP Service Manager for an IT consulting firm in Florida.

Selected engagement experience:

- ▶ Performed an independent operational review for a state driver's license issuance and regulatory agency by providing feedback and suggested improvements for multiyear system integration to revamp and reengineer the state's motorist services program
- ▶ Enterprise Infrastructure Assessment and Design - Designed, implemented and restructured enterprise level voice over IP architecture and for multiple Florida state agencies
- ▶ Network and Support Services Team Design - Developed and led an internal initiative to create a dedicated support services team focused on delivering efficient and quality customer service as a first point-of-contact for incoming and outgoing requests per state agency clients
- ▶ Compliance Adherence Program Design - Specialized in assessing the current state of agency technology and made corrective actions to ensure state and federal compliance for PII.
- ▶ Compliance Program Effectiveness Reviews - Developed metrics, based on individual program requirements to measure compliance program effectiveness.
- ▶ Service Level Agreement (SLA) Compliance - Lead a group of voice engineers responsible for ensuring statewide VoIP connectivity. Delegated all connectivity outage issues to the appropriate party to ensure SLA agreements were met on a consistent basis.
- ▶ Spearheaded the procurement of a statewide emergency response VoIP system focused on minimizing voice connectivity downtime in the event of a natural disaster.
- ▶ Led a statewide initiative to migrate all existing Client-to-LAN VPNs to an upgraded and best practice VPN offering to meet statewide security and privacy requirements.
- ▶ Contributed to the development and implementation of WAN and LAN focused activities and programs and telecommunications implementation
- ▶ Responsible for the execution and installation of key nodes for the secure and reliable connectivity at the Wide Area Network and Enterprise level throughout the State of Florida, specifically the MyFloridaNetwork MPLS network.

Education:

- ▶ B.A. in Accounting, Flagler College


Anuj Aggarwal
Staff 2
Advisory Services

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 anuj.aggarwal3@ey.com

Recent clients include:
 DuPont
 Duke Energy

Anuj Aggarwal is a Consultant in EY's People Advisory Services practice. He has more than 4 years of experience in business process improvement spanning over multiple clients. Prior to joining EY, Anuj interned at EY during his MBA internship in summer of 2016. During this time, he successfully supported the Organizational Change Management team at a major power and utility company with stakeholder analysis, vendor management and RFE process. He also contributed in identifying potential target customer segments.

Anuj has earned a Bachelor's of Technology in Computer Science from India and MBA in Business Analytics and Operations from University of Georgia. He is also a Lean Six Sigma green belt certified professional.

Selected engagement experience:

- ▶ Organization Design - M&A
 - ▶ Developed, documented and coordinated the talent selection process of an M&A client (\$130 billion/100,000 headcount) for Global Diversified Industrial Products merger and divestiture.
- ▶ Technology implementation:
 - ▶ Led a team of 7 to ensure development and compliance of products/services as per client's specifications and within SLAs
 - ▶ Prepared business requirement documents and other various functional documents
 - ▶ Worked as a Business Analyst and led scope and design discussions for various projects for different range of clients.
 - ▶ Conducted features enablement, timelines drafting and gap analysis to ensure effective implementation of services
- ▶ Supply Chain Optimization
 - ▶ Streamlined procurement process and implemented a Just-in time sourcing strategy to reduce client's cost through a more predictable and efficient supply chain. This included helping the client increase profit by reducing annual raw material procurement costs by 4%
 - ▶ Developed and implemented an automatic procedure to rate supply partners without human intervention/error Worked with various vendors and helped client with vendor management, negotiations etc.
- ▶ Industry lines
 - ▶ Power & Utility
 - ▶ Oil and Gas
 - ▶ Information Technology
 - ▶ Health Care

Education

- ▶ M.B.A. in Business Analytics & Operations, University of Georgia
- ▶ B.Tech in Computer Science, JUIT, India

Qualifications of the firm

Sample organizational design project experience		
Client	Project	Description
State Health and Human Services Agency	High Performing Agency Framework Implementation	<ul style="list-style-type: none"> ▶ Agency sought to close the performance gap as it transitioned from current state to a high performing agency (HPA) that is capable of developing and implementing priorities that are strategically aligned with its vision and effectively communicating to key stakeholders. ▶ EY assisted with the following: ▶ Developed a Framework for Communications Leading Practices ▶ Established a current state of communications practices ▶ Built consensus on the future state functionality expectations ▶ Developed practices, competencies, and delivery of strategic priorities
State Health and Human Services Agency	Division of Intellectual/Developmental Disabilities Organizational Redesign	<ul style="list-style-type: none"> ▶ Provide organization redesign support to realign organization structure in support of a more efficient, connected and customer-focused culture ▶ Collaborated with the client to confirm the case for change ▶ Conducted interviews with key stakeholders to understand case for change, current state operations and identify opportunities for improvement ▶ Developed high level and detailed organization structure
Department of Agriculture USDA	National Finance Center (NFC) Organizational Assessment	<ul style="list-style-type: none"> ▶ The USDA sought organizational assessment support for their Human Resources Division in order to define a new strategic vision. ▶ EY delivered the following: ▶ Conducted interviews with executives to understand what the successful achievement of the strategic intent would look across six areas: organization, people, technology, culture, performance, and policies/process ▶ Conducted an organizational assessment of the effectiveness of the HR organization ▶ Conducted a skills assessment and gap analysis which lead to a three-phased change management strategy and improved overall communication throughout the agency and the departments ▶ Enabled the employees to achieve true excellence

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		when working with customers
United States General Services Administration	CXO Consolidation	<ul style="list-style-type: none"> ▶ The United States General Services Administration contracted with EY to assist in their enterprise-wide consolidation of the administrative service, financial management, human capital, and IT functions into four centrally managed offices. ▶ EY delivered the following: <ul style="list-style-type: none"> ▶ Future-state vision workshops to define the future-state short term and long term operating goals, outcomes, measures, and targets ▶ Conducted an operational baseline assessment to document the current organizational state ▶ Designed a future-state operating model and identified high-performing benchmarks to screen potential candidates relevant to GSA operations ▶ Implementation planning support for each office to prioritize activities and identify interdependencies with current and future initiatives ▶ Change management and communications support initiatives integration

Additional information

- a. Complete and return Attachment A to provide an hourly rate information for each of the job titles**
- b. Local preference - submit business tax receipt or zoning compliance permit**

Please see the attached Attachment A.

Area 4- Project management

Area 4 - Project management

Project understanding and approach

Describe your understanding of the objectives and scope of the requested services and your general approach to such. Include a general time frame for being able to respond to City requests for specific project proposals.

We recognize that the City of Gainesville may engage in many different types of projects within the months and years to come.

These projects could include efforts to improve the efficiency and effectiveness of city operations. Other projects may involve program planning and impact assessments for future projects that align with the City's vision for change and increased citizen engagement. Regardless of the type of project the City embarks upon, effective project

Because we understand that effective project management is at the crux of realizing desired outcomes, we utilize a process-based approach to plan, coordinate and control the execution of project activities. EY integrates industry standards with our own leading practices to:

- ▶ Drive consistency across work streams by providing guidance and templates
- ▶ Gather and document dependencies and coordinating and managing those dependencies, from a project perspective
- ▶ Resolve risks and issues that are unable to be resolved and mitigated by the team
- ▶ Providing impact analysis of milestone changes and adjusting timeline, as appropriate
- ▶ Integrating individual work stream plans into the master project plan for an overall project view
- ▶ Managing scope and budget
- ▶ Providing overall status to respective parties, as applicable

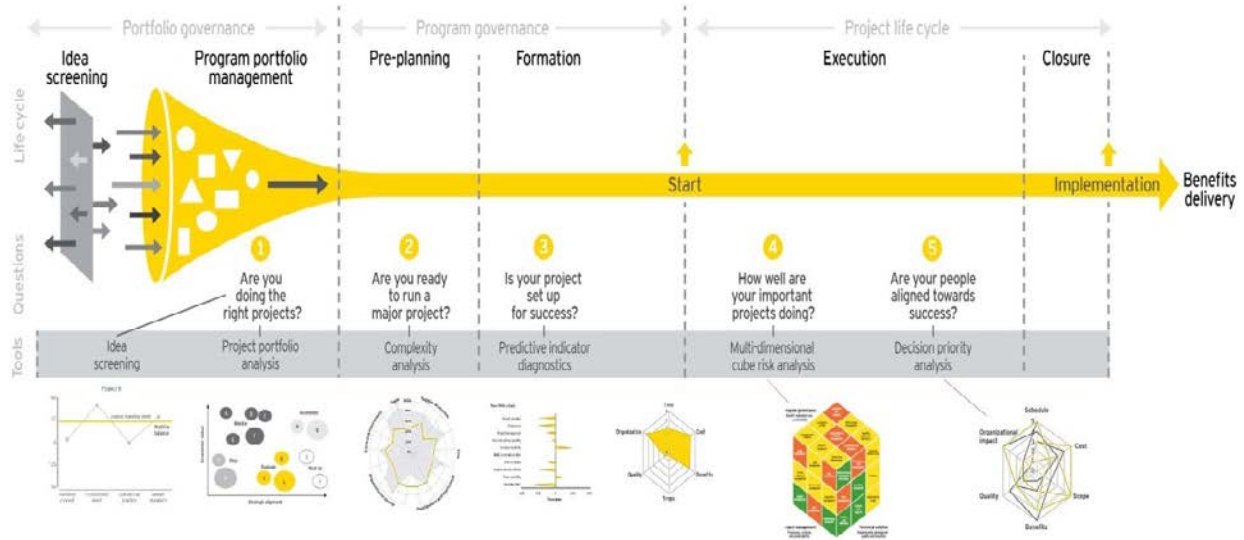
Our Understanding of Portfolio, Program and Project Management

Organizations around the world are embracing an array of business transformation programs to better compete in an increasingly complex environment, combat market volatility, pressure on margins and demanding stakeholders. However, in many cases they are seeing poor returns on their investments.

Approximately US \$682B is wasted on underperforming projects across the globe, annually. This wasted amount of project costs, unrealized benefits and team "burn-out" is both unfortunate and unnecessary.

The key factor common to low portfolio, program and project performance or failure is the underestimation of complexity, its relationship to risk and how to properly adapt both the approach and execution.

Whether scanning across an entire portfolio or doing deep dives of the most important projects, the complexity, and risk of any project can be predicted and addressed today, enabling the proper decisions that eliminate surprises in performance tomorrow. The journey to unlocking your program investments and this new way of thinking begins with asking a set of five basic, but important questions...



Our Project Management Approach

Proven Project Management methodology

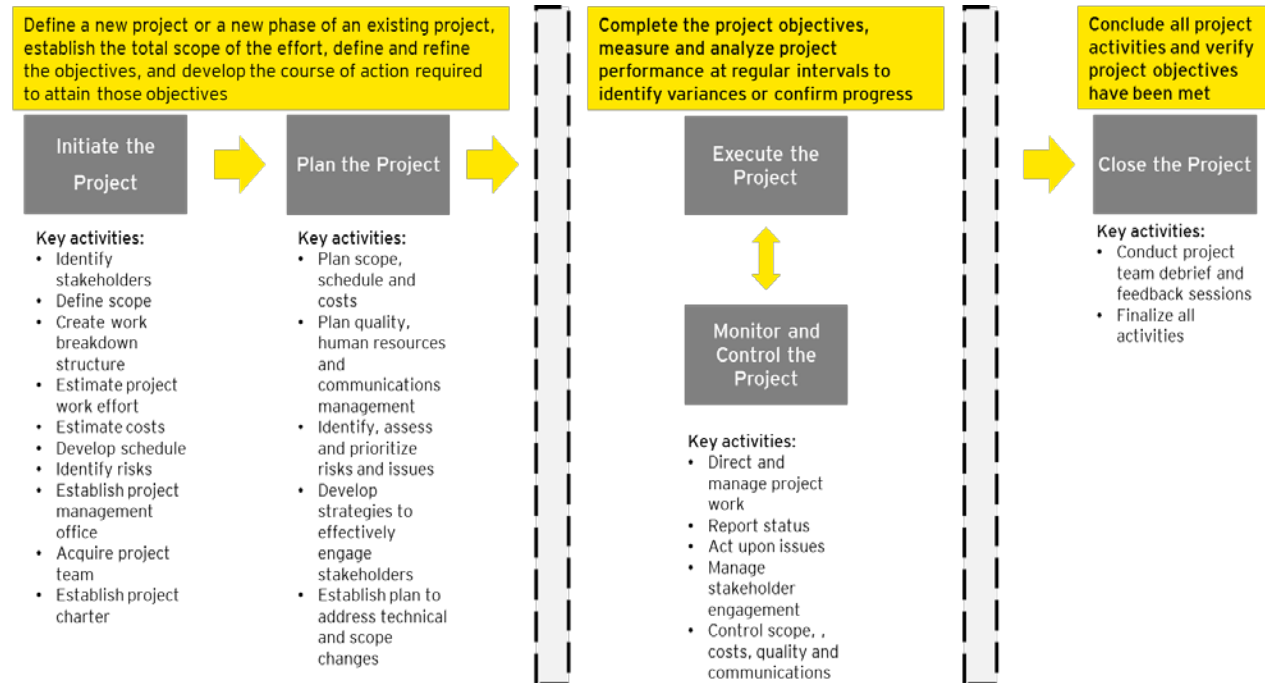
Our approach to Project Management (PM) is centered on driving effective execution and risk management. This dedicated effort seeks to establish a disciplined protocol for stakeholder communication, status updates, scope maintenance, escalations and knowledge sharing. The EY Project Management method is a framework that supports a process-based approach to plan, coordinate and control the execution of our services for the City. Our project management processes are used to initiate, plan, execute, monitor and control the execution of our services and close the project. Our toolkit leverages the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) global standards. **Recently, EY received the PMI Distinguished Project Award for its work on the web infrastructure treatment services (WITS) project at the Florida Department of Children and Families (DCF).**

Our PMO/PM methods are flexible and customizable and will be leveraged to provide the necessary management, infrastructure and administrative support in delivering the desired business outcomes. Prior to an official kick-off we will leverage a data-gathering process in order to accomplish the following objectives:

- ▶ Develop the PMP detailing the activities and milestones of the project. Throughout the project, regular status updates will be provided both formally and informally. Issue escalation will be co-managed between the EY and the City project team.
- ▶ Conduct kick-off meeting with the project team to present engagement objectives, scope, timelines, success criteria, roles and responsibilities, data collection requirements, key assumptions and methodologies that will be used.
- ▶ Provide a list of meetings, workshops and interviews to be conducted which will include objectives, meeting invite and agenda. EY will leverage EY accelerators and tools to expedite the roadmap development and implementation process. The team will draft the pre-read, or "ask" which outlines for the participants the objectives, expectations and pre-work necessary to complete prior to the meetings, workshops and interviews. The team will coordinate with the primary City contact in identifying City contacts and scheduling.
- ▶ Provide a pre-engagement request for specific information to be gathered and work to be completed prior to on-site engagement. Completing pre-work current-state data gathering helps the EY team to productively deliver on the project from the start.
- ▶ Identify the cadence period of status reporting and agree on the elements of status reports.

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Our team will leverage a five-phase approach for managing the project from beginning to end complete with supporting tools and deliverable templates:



Initiate and Plan

These activities will be aimed at establishing project team infrastructure, on-boarding team resources, customizing project tools and templates, agreeing upon form and format of deliverables, and establishing the project schedule. During this phase, we will work with your project leadership to define the project governance and communication structure, project requirements, critical success factors and to “On-Board” key the personnel and EY team members.

EY and the your project team will jointly develop the work breakdown structure (WBS) and project plan, which consists of key decision and re-planning milestones, a quality management plan, and a risk management plan. The plan will be developed in conjunction with your project sponsor and team and will reflect the integration points and interdependencies across work streams.

Additionally, EY and your project team will jointly develop and/or revision of the project charter, which serves as an agreement between the project team and the client sponsors as to the project scope, objectives, approach, deliverables, standards, and resources (time, staffing). The charter will facilitate project control and communication during execution, and serve as a reference point for scope discussions. Finally, EY and your project team will agree on the project infrastructure, control templates and processes to be used during project execution.

Execute and Monitor

The EY project manager will manage the project management streams as follows:

- ▶ Project planning (documentation and management, performance versus critical metrics);
- ▶ Status reporting (status documentation, status meetings, and minutes);
- ▶ Issue, risk, and actions management (documentation/log maintenance and resolution oversight);
- ▶ Change control (change request documentation, and evaluation and resolution oversight);

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- ▶ Phase reviews.

EY recommends the following meetings to enable communication of project management activities:

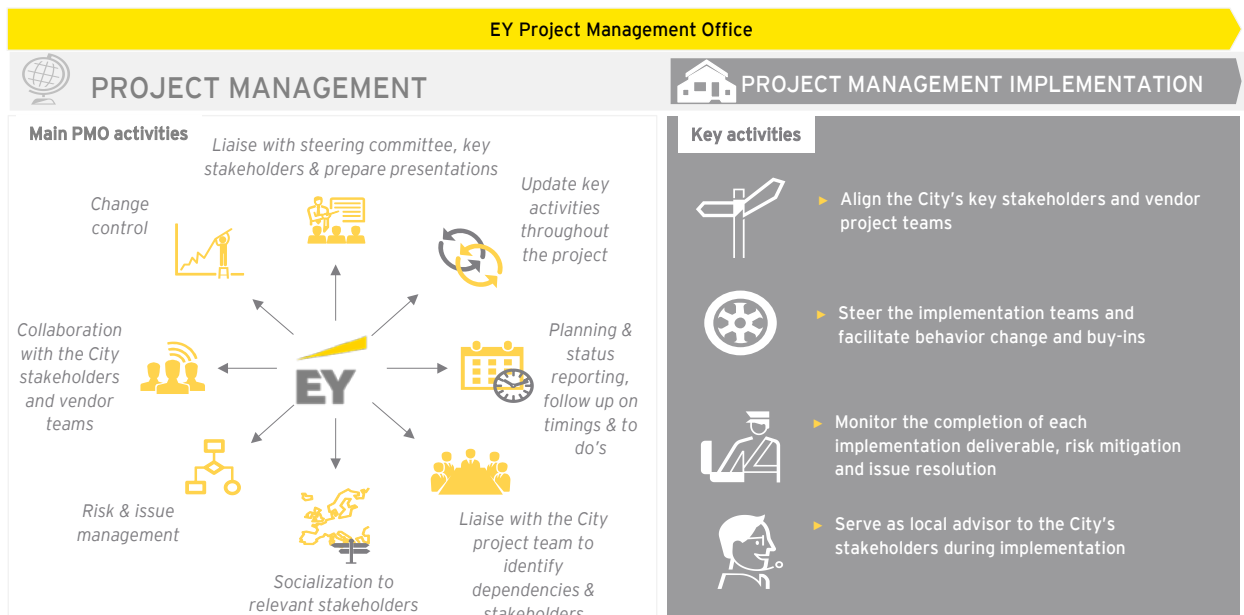
- ▶ Weekly project management meeting with project managers and leads for all work streams;
- ▶ Bi-monthly sponsor meetings for decision-making, issue resolution, and change control;
- ▶ Monthly Executive Steering Committee meetings (and at key milestones as needed) for decision-making, issue resolution, and change control.

Close-down

EY’s close-down activities consist of agreement on a project transition plan; methodology and tool evaluation and “lessons learned”, and evaluation of future risks, issues and recommended improvements. In addition, EY gathers feedback from the project sponsor and team on performance, in the form of our customer satisfaction measurement process.

How our approach applies to this project, and why this provides the best value to the City

We hold ourselves to high standards of quality, discipline and stakeholder engagement as part of our own project management. We will apply a structured project management approach to be standards based, as well as balanced, practical and client focused to successfully navigate challenges during projects. We execute project management with the end result and business outcomes in mind, to achieve long-term benefits. Here are some of the activities we commonly execute:



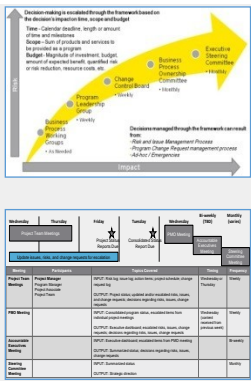
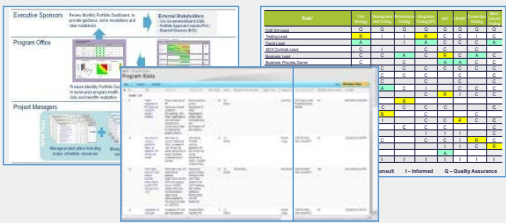

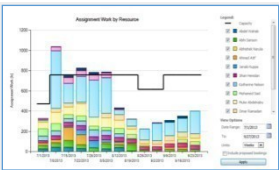
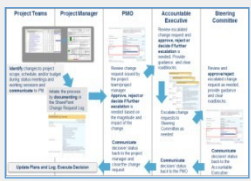
Approximate timing for contract negotiation:

Should EY be afforded an opportunity to provide services to the City of Gainesville, we estimate approximately ten to fifteen business days from initiation of the negotiation effort through completion of a contract and Statement of Work (SOW).

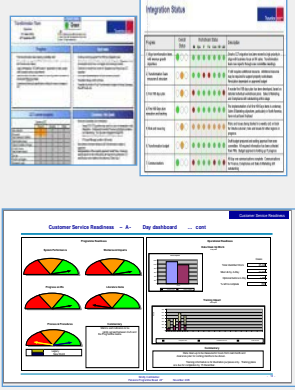

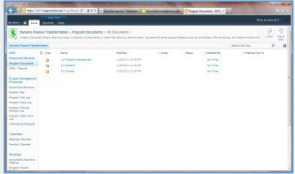
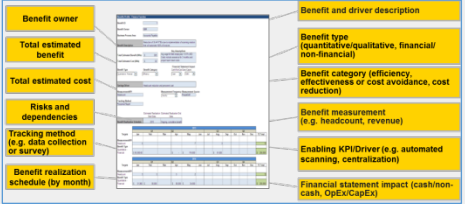

Tools

The following table contains a sample of the accelerators and tools that we use to enhance the execution effectiveness and pace of organization design and large-scale change projects.

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	Accelerators/ Tools	Description	Sample/Preview
<p style="text-align: center;">Project Management</p>	<p>Project Governance Setup</p>	<p>Establish governance, decision-making authority, meeting cadence, and controls required to deliver the overall change management program for City of Gainesville.</p>	
	<p>Project Processes, Methods and Tools Enhancement</p>	<p>Leverage existing tools and customize project management work products for Organizational Design program. These items may include project charters, Work Breakdown Structure (WBS)-based project plans, reporting templates, risk and issues management processes, and a RACI (Responsible, Accountable, Consult, Inform) matrix to clearly demonstrate who is responsible for what work on the project.</p>	
	<p>Integrated Schedule Management</p>	<p>Track and monitor the overall Organizational Design program schedule for progress against the approved scope of work. This may be done while working with established change control processes for any changes to the program.</p>	
	<p>Resource Management</p>	<p>Conduct an assessment of resource needs to deliver the project and assist with on-boarding of resources as needed.</p>	
	<p>Change Control</p>	<p>Review project change requests and analyze them for impact to scope, schedule, budget and quality; process approvals while keeping project stakeholders aware of any change.</p>	

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Project Management	Meeting Management	Help schedule, coordinate and conduct on-site progress meetings involving project leads to review, discuss and address schedule, scope, resource and quality-related matters/risks/issues as well as the overall project status.	
	Project Risk and Issues Management	Gather document, maintain and report issues and risks for the project.	
	Document Management	Maintain project documentation accessible to the project team and City leadership and will use tools that are available through the City for continuity (for example, SharePoint and shared drives).	
	Benefits Tracking and Performance Reporting	By committing to develop and publish reports for project leadership quickly, a wide range of project leaders will have the latest information at their disposal. By consolidating project reports into dashboards, project leadership and the City's stakeholders, can have near real-time information about the project.	
	Transition of Work Products	Work products used by our engagement teams RFQ will be available to continue to be used by the City after the Organizational Design effort is complete. EY project members will coordinate with the identified City of Gainesville personnel to transition documents that will be used in the future.	

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Proposed project staff

Identify the key personnel who will be directly assigned to this project. State the qualifications and related experience of each member of the proposed project team.

The EY team that will serve The City of Gainesville combines experience serving state and local municipalities and having backgrounds in project management, change management, as well as process analysis and design.

We will also provide subject matter resources (SMRs) who will be leveraged as deemed appropriate throughout the project lifecycle. We will leverage staff level resources to support the project as well.

Team Member/ Role	City of Gainesville Job Title	EY Level	Years of Experience	Project Management Relevant Competencies						
				Project Scope Alignment & Integration	Project Scope Alignment & Integration	Project Scope Alignment & Integration	Project Scope Alignment & Integration	Project Scope Alignment & Integration	Project Scope Alignment & Integration	Project Scope Alignment & Integration
Ken Thomas	Principal	Principal	30	✓	✓	✓	✓	✓	✓	✓
Dawn Woods	Senior Consultant	Senior Manager	13	✓	✓	✓	✓	✓	✓	✓
Belinda Minta, SMR	Senior Consultant	Senior Manager	15	✓	✓	✓	✓	✓	✓	✓
Alyene Calvo	Senior Consultant	Senior Manager	10	✓	✓	✓	✓	✓	✓	✓
Chris Wade	Consultant	Manager	20	✓	✓	✓	✓	✓	✓	✓
Colin Stephens	Program and Administrative Support	Staff	7	✓	✓	✓	✓	✓		✓

Project management team bios



Ken Thomas

*State of Florida -
Global Client
Serving Partner*

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Ken leads EY's State of Florida team and is responsible for all services delivered to state and local government clients. He helped establish EY's relationship with the State in 2001 and has rejoined the team after an eight-year international assignment.

Engagement experience

- ▶ Ken has more than 30 years of experience managing large, complex corporate relationships in both the private and public sector, leading accounts and special project teams. In his 20 years with EY, Ken has held several senior business development leadership roles, both in the US and globally. In addition to the State, his clients have included UPS, The Home Depot, Unilever, ABInBev and Kimberly Clark.

Education

- ▶ BSBA, University of Florida



Dawn Woods

Senior Manager
Advisory Services

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Dawn Woods is a Senior Manager in the Advisory Services practice of Ernst & Young LLP. Her focus is in the Information Technology Risk & Assurance (ITRA) area. She has over ten years of professional experience in information technology auditing and security and risk management. Dawn has experience in leading multi-national projects, focusing on integrated audits, IT risk management and SOX compliance from both an external audit and an internal audit perspective. Dawn has extensive experience in managing and executing integrated audits in order to identify and assess the impact of IT-related risks on the financial statement audit. Dawn also has experience in Third Party Reporting (SSAE16/SOC 1, SOC 2/3). Lastly, Dawn has experience in the supervision of large scale initiatives expanding through multiple continents, processes and people as well as advisory oversight of technology integration engagements utilizing her extensive project management skills.

Selected engagement experience

- ▶ Led a multi- country, multi- workstream IT SOX project where we assisted the IT organization around risk and controls, assisted with internal and external audit inquires creating training for the IT organization and remediating any deficiencies identified
- ▶ Led an international project while managing multiple workstreams for various business units requiring redesign of both local and international business processes for the Energy division of a Fortune 5 Global Technology and Services Conglomerate. During this 3 year project, we designed, coordinated and led sessions to identify "gaps" in current processes; developed robust project plans to mitigate "gaps" and successfully drove the execution of project plan tasks. In addition, I helped to identify and coordinate implementation of "to-be" processes; developing curriculum on project initiatives / processes and held multiple training sessions to ensure successful execution of "to-be" processes.
- ▶ Led an IT Effectiveness review to help a Commissioner of a 200 person agency understand how to better structure his IT organization issuing finding and recommendations using benchmark data around size of like organizations, salaries and IT applications.
- ▶ Regularly provides special audit services related to IT risks and process control (e.g. Risk & Control Self Assessments); holds an understanding of internal control frameworks (e.g., COSO and COBIT).
- ▶ Experience in the design, development, and implementation of information systems and (re) structuring IT organizations including (security) policies and procedures.
- ▶ Experience in SSAE16/SOC 1 (formerly, SAS 70) in Media and Entertainment industry.
- ▶ Performed pre and post-implementation reviews by reviewing key risk areas within the business based on best practices identified in the industry consisting of project management, data conversion, testing (UAT, regression, etc.), post go-live activities and others.
- ▶ Served as ERP subject matter resource on multiple pre and post-implementation reviews; analyzed project management, application configuration, change management and logical access processes.

Education

- ▶ BS in Management Information Systems (MIS), Auburn University

Certification(s)

- ▶ Certified Information Systems Auditor (CISA)



Belinda Minta

*Senior Manager
Advisory Services*

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Belinda Minta is a Senior Manager in the Advisory Government and Public Sector practice. She has experience working with federal and state government agencies, health plans and providers. Through her professional career, Belinda has 15 years of experience that spans across regulatory compliance, disease, care, and utilization management, quality improvement initiatives, project and program management as well as financial management.

Engagement Experience

- ▶ Led the Office of Account Management at a State health and human services agency through strategic visioning and development to develop strategic priorities and responsibilities
- ▶ Supported the implementation of a communications strategy for the Office of Public Affairs
- ▶ Worked with a State health and human services agency on their communications strategy transformation, design and implementation of functional responsibilities for the Office of Account Management, and organizational redesign of the Office of Intellectual and Developmental Disabilities
- ▶ Led a team to design a performance improvement framework, initiate and mobilize and enterprise project management office (EPMO), develop and implement effective stakeholder relationship management strategies for a State health and human services agency, and redesign the procurement and contract development operating model.
- ▶ Lead a State health and human services agency through program and communications management activities that support the implementation of key strategic initiatives.
- ▶ Worked with a State health and human services agency to establish a communications strategy and plan to be used to report progress against key recommendations required by the Department of Justice (DOJ). Developed process to identify risks/mitigation, facilitate tracking and communication of status towards remediation of issues key outcomes.
- ▶ Supported a State health and human services agency with the redesign of their provider network management operating model. Conducted current state assessment and process gap analysis of the provider network management operating model. Conducted interviews and information gathering sessions with process owners and stakeholders. Participated in working sessions with key stakeholders to validate findings. Utilized the RACI framework to define accountable and responsible individuals across functional areas. Developed current and future state process flows, provider network management operating model. Developed implementation roadmap that defined activities to be implemented to attain a successful future state operating model.

Education

- ▶ MBA, Emory University
- ▶ MPH, Columbia University
- ▶ BA, Wesleyan University



Alyene Calvo
Senior Manager
Advisory Services

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Recent clients include:
Florida DHSMV
Florida DCF
Florida DOH
Florida DOE
Florida DEO
Florida SBA

Alyene Calvo is a Senior Manager in Advisory Services. Originally with the Program Risk Management practice, she has 7 years of Project Management and Independent Verification and Validation (IV&V) experience. Alyene has a history with both Risk Transformation and Risk Assurance Financial Audit IT integration engagements with particular experience in the Florida State and Local Government sector.

Recently, Alyene has served as a member of the Americas Advisory Quality Monitoring and Inspections (M&I) team. Alyene has gained extensive experience in the EY's policies and procedures surrounding Service Quality and Risk Management. She has worked alongside the firm's Quality leaders, identifying areas where Advisory engagements are not accurately and effectively applying policies, providing those teams with real-time feedback, and training practitioners on the SQ Program.

Engagement experience

- ▶ Currently the Project Manager for the provision of IV&V services for the Florida Department of Highway Safety and Motor Vehicles. Provide independent oversight, feedback and suggested improvements to the Client Executive Team, Advisory Board, and other stakeholders to enable quality and success of the project. Manage risks, issues, cost, quality, scope, schedule and communications for the delivery of IV&V services.
- ▶ Project Manager for the delivery of IV&V services over a Medical Eligibility System (MES) implementation at a state agency which determines Medicaid eligibility for all Floridians. Also managed the delivery of IV&V services for a healthcare licensing and enforcement system at a state agency that is responsible for the regulation of healthcare practitioners across Florida.
- ▶ Performed Quality Assurance reviews on Advisory engagements across all of the Americas to identify gaps in policy application, provide real-time feedback to engagement teams, and identify and report trends to the Regions.
- ▶ Performed a post-mortem, lessons learned analysis for a Florida state agency responsible for providing quality early learning services for the state's children and families.
- ▶ Developed a feasibility study including a business case and cost benefit analysis for a large state system implementation. This project received the 2011 Project Management Institute (PMI) Distinguished Project Award.
- ▶ Delivered IV&V services for a major government agency that replaced the unemployment compensation system responsible for handling all unemployment compensation matters for the state of Florida.
- ▶ Performed Business Continuity and Disaster Recovery and IT Risk Assessment services at two government agencies, a pharmaceutical company, and a national bank in San Juan, Puerto Rico.
- ▶ Certified Project Management Professional (PMP)
- ▶ Certified Information Systems Auditor (CISA)
- ▶ Certified ScrumMaster (CSM)

Education

- ▶ MBA in Accounting Option, Troy University
- ▶ BA in Information Systems, Florida State University

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Chris Wade

Manager
Advisory Services

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Recent clients include:
Florida DHSMV
Florida AHCA
Florida DCF
Florida DOE
Florida DEO
Florida OFR
Florida DBPR

Chris is a Manager in EY's Advisory Services practice with more than 20 years of management advisory and business experience. He has a wide variety of experience in the strategic planning, oversight and management of Information Technology (IT) Projects. His current and past clients include some of the leading government entities in Florida. Chris is a proven leader in providing direction for Florida IT projects to achieve delivery excellence.

Engagement experience

- ▶ Merger, supporting org design, transition planning, and reporting efforts for Finance group
- ▶ Project Manager for the implementation, continuous improvement, maintenance and eventual transition back to the State of a one million customer, licensing and regulatory system in Florida. The system implemented online licensing, customer relationship management and mobile enforcement technologies. Responsible for all aspects of project management, planning and estimating work effort including hardware and software upgrades and system enhancements, as well as managing service levels and delivery across four subcontractors.
- ▶ Project Manager for the enhancement, maintenance and operation of enterprise child welfare information systems in Florida. Provided oversight of a systems integrator team of 150 contract and 30 state staff to deliver a child protection transformation project for system improvements.
- ▶ Project Manager for the design and development of a centralized IT system supporting subsidized childcare in Florida. Included overseeing project resources, budgets, and contract management. Responsible for reporting project status to the EOG, Legislative Staff and coordinating quarterly LBC requests. Responsible for enforcing Systems Integrator compliance with contractual terms and conditions.
- ▶ Developed a business case and supporting Schedule IV-B of a legislative budget request for a licensing and regulatory IT and business process automation project. The business case helped achieve full funding for the project by the Florida Legislature.
- ▶ Led delivery of Independent Verification and Validation (IV&V) services over a State Medicaid Agency IT procurement project. Independently assessed project deliverables and processes for conformance with federal, state and industry standards as well as identification of potential risks to project success.
- ▶ Led design, development and implementation for a statewide court case management system, including judicial opinion and voting management.
- ▶ Certified Project Management Professional (PMP)

Education

- ▶ BS in Computer Science, Florida State University


Colin Stephens
Staff
Advisory Services

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Colin Stephens is a staff in the Advisory Services practice of Ernst & Young LLP. He has experience in independent verification and validation (IV&V) services and strategic implementation of technology throughout the state of Florida. He also has more than 7 years of experience in information technology, telecommunications, and technology planning, specifically Voice over IP (VoIP) implementation and enterprise infrastructure enhancement throughout the State of Florida. Prior to EY, he was a VoIP Service Manager for an IT consulting firm in Florida.

Selected engagement experience:

- ▶ Performed an independent operational review for a state driver's license issuance and regulatory agency by providing feedback and suggested improvements for multiyear system integration to revamp and reengineer the state's motorist services program
- ▶ Enterprise Infrastructure Assessment and Design - Designed, implemented and restructured enterprise level voice over IP architecture and for multiple Florida state agencies
- ▶ Compliance Adherence Program Design - Specialized in assessing the current state of agency technology and made corrective actions to ensure state and federal compliance for PII.
- ▶ Compliance Program Effectiveness Reviews - Developed metrics, based on individual program requirements to measure compliance program effectiveness.
- ▶ Service Level Agreement (SLA) Compliance - Lead a group of voice engineers responsible for ensuring statewide VoIP connectivity. Delegated all connectivity outage issues to the appropriate party to ensure SLA agreements were met on a consistent basis.
- ▶ Spearheaded the procurement of a statewide emergency response VoIP system focused on minimizing voice connectivity downtime in the event of a natural disaster.
- ▶ Led a statewide initiative to migrate all existing Client-to-LAN VPNs to an upgraded and best practice VPN offering to meet statewide security and privacy requirements.
- ▶ Contributed to the development and implementation of WAN and LAN focused activities and programs and telecommunications implementation
- ▶ Responsible for the execution and installation of key nodes for the secure and reliable connectivity at the Wide Area Network and Enterprise level throughout the State of Florida, specifically the MyFloridaNetwork MPLS network.

Education

- ▶ BA in Accounting, Flagler College

Qualifications of the firm

Provide pertinent information about the firm and related experience with similar projects. In addition, the firm should identify its total number of technical and professional personnel by discipline and training and further describe the total workload during the project period.

Whether a client's focus is on organizational transformation or sustaining achievement, having the right advisors on your side can make all the difference. Our more than 40,000 advisory professionals form one of the broadest global advisory networks of any professional organization, delivering seasoned multidisciplinary teams that work with our private and public sector clients to deliver a powerful and superior client experience. We bring our broad sector experience and deep subject matter knowledge to bear in a proactive and objective way. Above all, we are committed to measuring the gains and identifying the strategies needed to deliver the value the City of Gainesville needs:

- ▶ EY's Global Government & Public Sector professionals can work with you to help strengthen your organization and achieve lasting improvements. Around the world, governments and not-for-profit organizations are continually seeking innovative answers to complex challenges. We combine private sector leading practices with an understanding of the public sector's diverse needs, focusing on building government agencies' capabilities to deliver improved public services.
- ▶ EY's Strategy group focuses on developing and implementing our clients' performance strategy. We work with clients to deliver enterprise transformation strategies to unlock value in a collaborative and client-mission-driven manner.
- ▶ EY's Program Management helps clients deliver their most complex programs as they continue to invest in their people, their processes and their assets. We take a holistic, strategic view of a client's program and goals and help the client team understand its issues, risks and interdependencies and assemble robust, scalable processes for portfolio and program management.
- ▶ **Recent Client Service in Gainesville** - In May 2016 EY provided recommendations to the University of Florida to help enhance its infrastructure to support and manage risks with current and future international programs and activities. Our approach included evaluating the University's structure based on the information gathered, and benchmarking the University against peer institutions as well as identifying potential risks to the University based on the nature of its activities abroad and existing infrastructure to potentially manage such risks.

Sample project management experience		
Client	Project	Description
Large US City	Oracle ERP Cloud Project Management	<ul style="list-style-type: none"> ▶ Client sought PMO support to identify actions, issues, risks, including interdependencies and relative prioritization between different modules of the ERP ▶ EY assisted with the following: <ul style="list-style-type: none"> ▶ Managed separated project tracks - HR and ERP with separate teams ▶ Led the PMO support for the ERP implementation throughout the enterprise ▶ Identified issues in data integrity across multiple systems and provided recommendations for cleansing ▶ Provided recommendations for system configuration to address requirements, maximize functionality, and increase future ease of maintenance ▶ Provided recommendations for standardized business processes, addressing contractual compliance requirements
Consumer Financial Protection Bureau (CFPB)	IT PMO Project Management & Business Analysis Services	<ul style="list-style-type: none"> ▶ Client contracted with EY to support the CFPB Office of Technology & Innovation PMO with ongoing efforts to grow and mature its organization and provide PM support and provide leading practices. ▶ EY successfully designed and implemented an Agile-based standard project management approach template for CFPB's PMO to improve consistency and compliance in the execution of Agile projects
US Department of Energy	iManage Program Management and Integration and CFO Mission Support	<ul style="list-style-type: none"> ▶ The Department of Energy contracted with EY to improve and adopt corporate business processes, data consolidation, and application integration to create operational efficiencies and lower costs for DOE. ▶ EY successfully decreased mission support costs, streamlines operations, reduced cycle times for mission support functions, better and more efficient use of existing technology resources by performing change management support, project and program management, and business process re-engineering
US Department of Education Federal Student Aid (FSA) Business Support Group	Enterprise Project Portfolio Management Solution Support Services	<ul style="list-style-type: none"> ▶ The US Department of Education contracted with EY to design and implement an Enterprise Project Portfolio Management (EPPM) system to aid executives in defining, aligning, and controlling project portfolios against overall business objectives. ▶ EY delivered the following: <ul style="list-style-type: none"> ▶ Implemented EPPM solution to govern enterprise portfolio lifecycle and the approval process ▶ Assisted FSA project portfolio managers, business unit leads, and other senior leadership by utilizing EPPM for planning their annual budget submission to Congress ▶ Designed and implemented an online lifecycle management

		<p>(LMM) tailoring technique to assist project managers with keeping their deliverables in line with project schedules</p> <ul style="list-style-type: none"> ▶ Provided end-to-end system training and change management for the EPPM implementation and supporting technology ▶ Designed and built dashboards and custom reports used to manage project work and oversee the portfolio ▶ Provided a standard project schedule for use by project managers as a starting point to planning their projects
Wounded Warrior Project, Inc	Enterprise PMO Development and Design	<ul style="list-style-type: none"> ▶ The Wounded Warrior Project sought services from EY to establish an enterprise PMO function to help synchronize and coordinate activities across the network. ▶ EY delivered the following: <ul style="list-style-type: none"> ▶ Established an enterprise PMO toolkit, performance/reporting templates, decision documents, quality control, and knowledge management processes ▶ Implemented a data-sharing network to deliver insights into how variation in care affects health outcomes ▶ Established data management and security protocols as well as data compliance regulations across the network ▶ Facilitated the execution of a Memorandum of Agreement between the Wounded Warrior Project and Veterans Affairs to support care coordination activities and leading practice sharing
US County Health Agency	Behavioral Health Service Delivery Model	<ul style="list-style-type: none"> ▶ Client wished to double the number of uninsured individuals receiving behavioral health services to 3,000 individuals, and to achieve positive outcomes across homeless and supported housing, jails, and youth populations through a safety network of providers. ▶ EY delivered the following: <ul style="list-style-type: none"> ▶ 50 page Conceptual Model and 150 page Request for Proposal ▶ Enhanced communications ▶ Project resulted in an extension and future opportunities to support behavioral health of the county.

Additional information

- a. Complete and return Attachment A to provide an hourly rate information for each of the job titles**
- b. Local preference - submit business tax receipt or zoning compliance permit**

Please see the attached Attachment A.

EY | Assurance | Tax | Transactions | Advisory

About EY

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

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We have redacted and designated portions of our RFI response as confidential, proprietary, and as a trade secret. As such, the information is exempt from public inspection under chapter 119, Florida Statutes. Specifically, the materials are protected by chapter 688, Fla. Stat., section 815.04 (3)(a), Fla. Stat., and section 812.081, Fla. Stat. Please treat the materials accordingly. If any person makes a public records request for the materials, please advise us immediately so we may protect our information. Thank you.

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