



City of Gainesville

**Response to request for
qualifications for
management consulting
(non-construction)**

February 8, 2018

kpmg.com





KPMG LLP
Suite 1900
111 Congress Avenue
Austin, TX 78701-4091

Telephone +1 512 320 5200
Fax +1 512 320 5100
kpmg.com

February 8, 2018

Ms. Gayle Dykeman
Senior Buyer, Procurement Division
City of Gainesville
200 East University Avenue, Room 339
Gainesville, Florida 32601

Dear Ms. Dykeman,

KPMG LLP is pleased to submit this response to the City of Gainesville's (the "City") Request for Proposals for Management Consulting (Non-Construction) issued on January 11, 2018. We understand that this is a critical time for most cities. Several converging factors, such as changes in demographics and the way people live and work, aging infrastructure, budgetary constraints, and technology disruptions, are all creating the imperative for cities to transform. We believe that cities that effectively respond to these challenges in a citizen centric fashion, will become those where people want to live, businesses want to invest, and tourists want to visit.

We think that Gainesville is in a unique position to become a leading, citizen centric community, both through the University of Florida (the "University") smart city lab partnership, as well as by leveraging other projects that are currently underway. We agree that supplementing these efforts with the right strategy, organization and project delivery capabilities will be critical to achieving sustainable success.

We believe that our Team is uniquely qualified to support you as you drive to becoming a leading, citizen centric city. KPMG brings decades of deep experience working with city governments throughout the United States and globally, and has access to proven methodologies, approaches and leading business practices. Additionally, we are presently working with other cities in developing city strategies and plans for how to implement citizen-centered services.

KPMG also has deep experience in Florida with offices in seven cities in the state, providing strategic, commercial and financial advisory service to government clients in Florida since 2007. We recently advised Florida Department of Transportation ("Florida DOT") on the state's largest public-private partnership ("P3") program to date, the \$2.3 billion I-4 Ultimate Project in Orlando. KPMG has also advised authorities in Jacksonville, Miami-Dade and Fort Lauderdale.

KPMG would be honored to serve the City, and we believe that the quality of this proposal demonstrates our strong desire to serve as your trusted adviser. We addressed all addenda received as part of our submission of qualifications, which are included at the end of this proposal. Also, please refer to Attachment 1 for Other Matters. Our proposal is subject to negotiation and execution of a mutually agreeable contract. Please contact us with any questions.

Respectfully submitted,

Thomas Hiddemen
Advisory Managing Director, Corporate Strategy

KPMG LLP

Office: (512) 320-5115 | Mobile: (214) 293-5167 | Email: thiddemen@kpmg.com

Contents

Project Understanding and Approach	1
Proposed Project Staff	14
Qualifications of the Firm	16
Additional Information	22
Attachment 1 – Other matters*	23
Attachment 2 – Detailed resumes	30
Attachment 3 – Detailed case studies*	41
Attachment 4 – Required forms.....	58

This proposal is made by KPMG LLP, a Delaware limited liability partnership and the U.S. member firm of the KPMG network of independent firms affiliated with KPMG International Cooperative (“KPMG International”), a Swiss entity, and is in all respects subject to our client and engagement acceptance procedures as well as the negotiation, agreement, and execution of a specific engagement letter or contract. KPMG International provides no client services. No member firm has any authority to obligate or bind KPMG International or any other member firm vis-à-vis third parties, nor does KPMG International have any such authority to obligate or bind any member firm. NDPPS 743254

© 2018 KPMG LLP, a Delaware limited liability partnership and the U.S. member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative (“KPMG International”), a Swiss entity. All rights reserved. NDPPS 743254

The KPMG name and logo are registered trademarks or trademarks of KPMG International.

Project Understanding and Approach

The City Opportunity

Gainesville is a burgeoning economy with increasing medical, technological and industrial influences. However, several converging factors, such as changes in demographics and the way people live and work, aging infrastructure, budgetary constraints, and technology disruptions, all have potential to shift the playing field and impact Gainesville's existing success. In order to navigate these challenges, the city will need to effectively respond in a citizen centric fashion to become where people want to live, businesses want to invest, and tourists want to visit.



Become where people want to live and visit, and businesses invest



Develop "next generation" infrastructure and service solutions



Leverage innovation to increase connectivity and sustainability

Since 2010, the City has also been impacted by some of these demographic trends and seen an uptick in its migration to the city, with slight declines in the last two years. By designing and integrating programs within the six areas outlined in the RFQ, the city can implement more citizen and service centric management approaches. For example, Organization Design, Human Resource policy, Leadership and Executive Coaching can be viewed from the lens of People & Change. Increasing and improving the capacity of city officials to understand these trend impacts is critical to the deployment of successful service delivery.

In order to continue to make the City a great place to live and work also requires an understanding of technology and its impacts. How can the City leverage enablers such as Internet of Things to improve its public spaces? Focusing on safety, mobility and healthcare services would build a platform that citizens would embrace and that city officials could make more efficient. Technology disruption brings its challenges, sorting through the noise and keeping pace with the speed of technological change requires a deep understanding of the impacts of such change, e.g. procurement cycles, cyber-security, data governance and policy requirements.

Municipalities are boldly forging ahead incorporating Data-as-a-Service (DaaS), Mobility-as-a-Service (MaaS) and Infrastructure-as-a-Service (IaaS) strategies with new models for governance and leadership. KPMG has made a strategic decision to be a premier provider of these services across Smart City strategies and is uniquely positioned to help the City prepare for and thrive during this period of dynamic infrastructure and technological change. Cities that are able to harness new innovations to deliver step change level service to citizens and create ecosystem ripe for becoming the place where people want to live, businesses want to invest and travelers want to visit.

To amplify the City's strategy with the University of Florida, economic development is also critical. The KPMG team can work with the City to develop public private partnerships to help accelerate economic development. By developing a public policy frame-work that encourages public and private participation in the form of in-kind services, donations and grant funding. Seeking out these opportunities will not only accelerate the City and University's objectives but it will allow for a more robust service offering and build national attention on your proposed innovation hub.

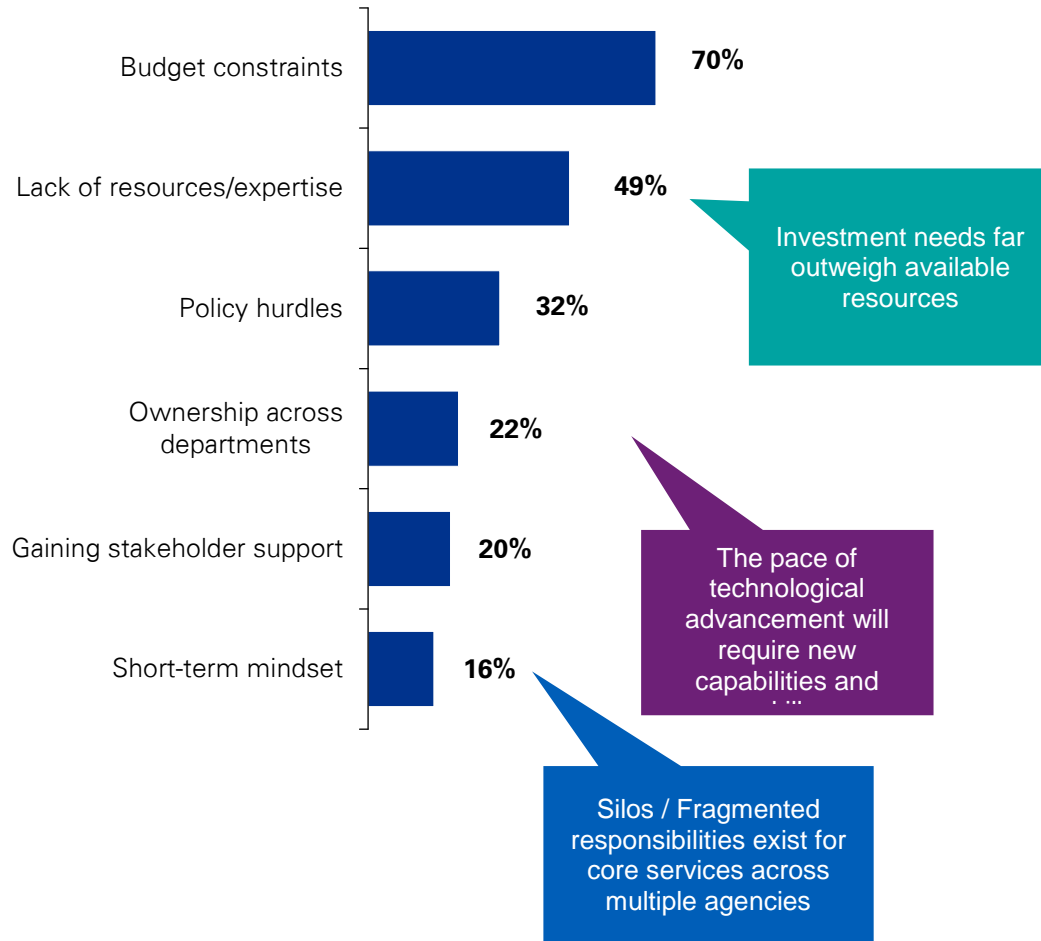
To address structural challenges such as squeezed budgets, KPMG can also assist with developing a funding strategy that could include monitoring key legislation to identify new funding opportunities, leveraging our network of relationships to help you attract private sector participation and assisting in grant application development as needed. The city can also consider whether the University's recent grants from the U.S. Department of Commerce's, Economic Development Administration could also be re-aligned to focus on the Technology area within this RFQ.

We believe that KPMG can provide the most complete package of services to help the City determine the potential for strategic opportunities with regard to its existing or future assets and/or programs, and successfully deliver these contemplated projects. We have assembled a team that has directly relevant experience on alternative delivery models and stands ready to work alongside your team on this significant project for the City.

The City Challenge

In order to achieve its vision of becoming a more citizen-centered city, the City must realign its organization and adopt technology solutions. The City, like many face similar challenges. By re-designing the City's organization, refining or creating new human resource policies and leveraging new funding mechanisms the City can prioritize its projects within the six areas noted in the RFQ. We have outlined how KPMG can address these challenges in the City Opportunity section.

Figure 1 – Most Cited Structural Challenges Identified by Government Leaders



Our Proposed Solution (Methodology and Approach)

We believe to successfully navigate these challenges and realize full potential, the City will need: (1) the right methodology and approach, (2) a holistic framework, and (3) an experienced service provider. Our methodology is built around 5 key pillars of activities that are helpful for the City (see Figure 2).

Figure 2 – KPMG Strategic Methodology and Approach



1. **Charting the right course** – It is critical to understand the organizational baseline, which includes the City’s goals, performance record, asset condition, organization capabilities, skills and systems. Then understand key externalities that will impact the City, for example what are the innovations that are coming (AVs, EVs, IoT) and the macro trends that could change the way that you do things and the way that you make decisions. This provides a platform for you to build your vision, mission and strategic agenda, and understand “gaps” that must be addressed. The KPMG team will leverage our collective decades of experience working with cities and municipalities to help you expedite this work.
2. **Prioritizing efforts and investments** – Once you have a clear picture of the strategic direction that you want to head and a clear understanding of your baseline through a gap analysis we can lay out the tactical steps to achieving your strategic vision. Then allocate resources accordingly.
3. **Enabling the organization** – Getting to where you want to go is not always easy, there are often hurdles in the way to achieving your goals. Hurdles could include funding, stakeholder issues, and organizational issues or skills deficits. The KPMG Team takes pride in having a deep bench of enablers, which include technology (e.g. IoT solutions or intelligent automation), data and analytics, innovative delivery, innovative finance, training, change management, business process improvement, recruiting the right talent and skills to name a few.
4. **Execution excellence** – This step requires a clear process to leverage your enablers and move from vision to value realization. This involves achieving excellence in delivery of capital projects, operations and asset management. Strong project and program management skills are critical to ensuring successful execution.
5. **Continuous improvement** – Involves a clear understanding of applying metrics and incentives to continuously identify opportunities to drive step change improvements. These efforts can include revenue enhancements, quality and timing of service delivery improvement, or cost cutting and other efficiency measures. Also, this includes solving specific key issues that the City might be facing.

We note that the scope laid out in the RFQ is broad and could touch on issues at the strategic, tactical, program, project, organizational, operational, process or system level. Our proposed methodology and approach can be adapted to any specific challenge that the City directs us to address. We would also like to emphasize that our approach is highly collaborative and communicative. We have a big team but importantly we have all worked together before so communication and delivery will be seamless from your perspective.

Holistic Framework

We believe it is important to organize transformational initiatives around a comprehensive framework to deploy sustainable solutions. We employ an integrated delivery framework which we use as a reference point throughout our engagements (see Figure 3).

Figure 3 – KPMG Smart Cities Framework



This framework connects objectives with service areas and enablers to organize a breadth of capabilities required to achieve the City’s vision of becoming more citizen-centric and improving efficiency and service levels:

1. **Vision** (inner circle) – The first part of the framework focuses cities on defining their vision and long term policy objectives
2. **Services** (middle circle) – The second part of the framework focuses on the services that a city provides and thinks through future target service levels
3. **Capabilities & Enablers** (outer circle) – The third part of the framework focuses on bringing the capabilities and enablers required to deliver and implement your City vision in line with Smart City principles

Our Capabilities

Area 1: Organizational design

We have developed formal methodologies, tools, and accelerators for achieving successful organizational transformations to assist in program evaluation and design to help ensure efficient delivery of existing or future City programs. Our approach combines change management, rigor, discipline, and risk evaluation, tailored to meet the needs of the City. Given the importance of the City’s initiative to improve organizational efficiency and cost-effectiveness, the team will take careful consideration in developing a project approach and plan that will meet the City’s objectives to drive lasting and meaningful

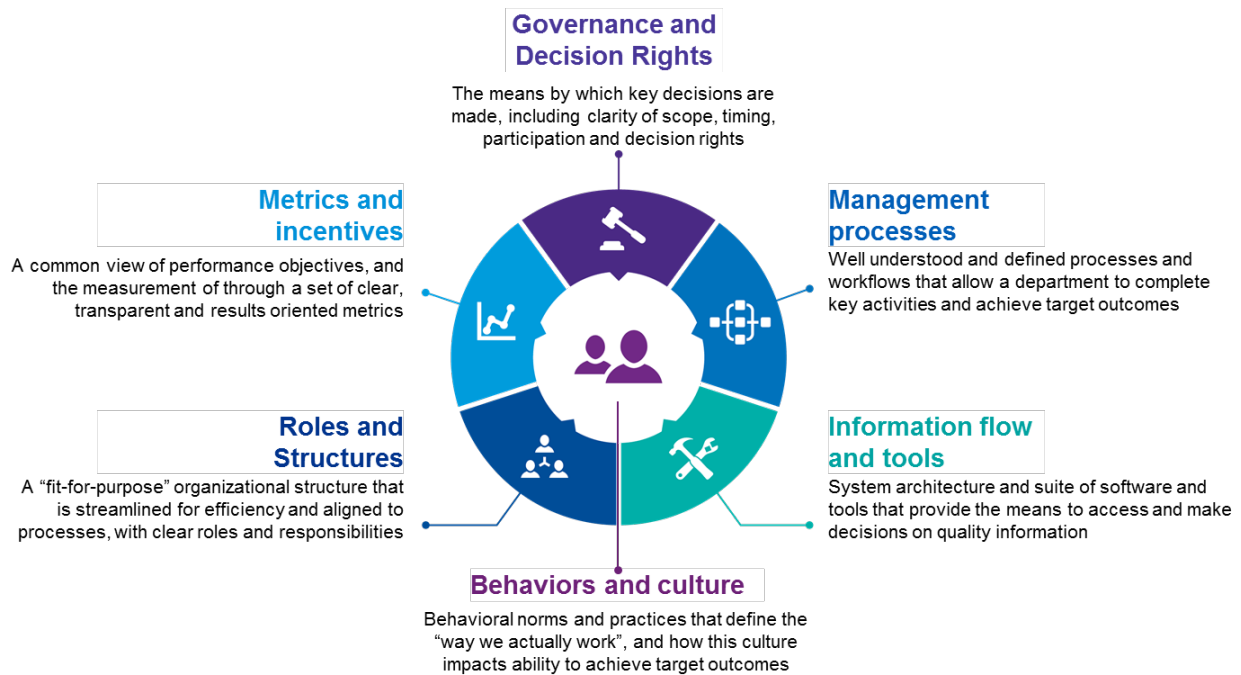
transformation to ultimately improve an alignment between the organizational structure and delivery of its core services and processes.

The Project Team will organize our overall approach around a comprehensive operating model framework that will serve as a reference point throughout the entire engagement. In our experience, achieving a sustainable solution will require addressing all elements of the operating model to help ensure appropriate reinforcement and alignment.

KPMG’s Operating Model Framework

Throughout the engagement, we will sequence key activities aligned with the project approach and provide interim status updates.

Figure 4 – KPMG Operating Model Framework



During the **planning phase**, the Project Team will engage with City personnel to request comprehensive data and information that will support analysis to be performed. The Project Team will analyze the current design organizational structure to provide an overview of design principles and criteria utilized. After the planning phase, the Project Team will move to the **assessment phase** where, through interviews with relevant City personnel, a summary of key organizational issues of the existing operating model will be presented. A benchmarking exercise is then conducted among the City’s peers to understand best practices in order to highlight key areas of focus. Moving into the **design phase**, an improved high-level operating model is defined with a prioritized set of solutions for each key issue previously identified. A roadmap is then outlined sequencing key activities and initiatives that the Project Team recommends be implemented to achieve the target outcome.

Area 2: Human Resource Policy

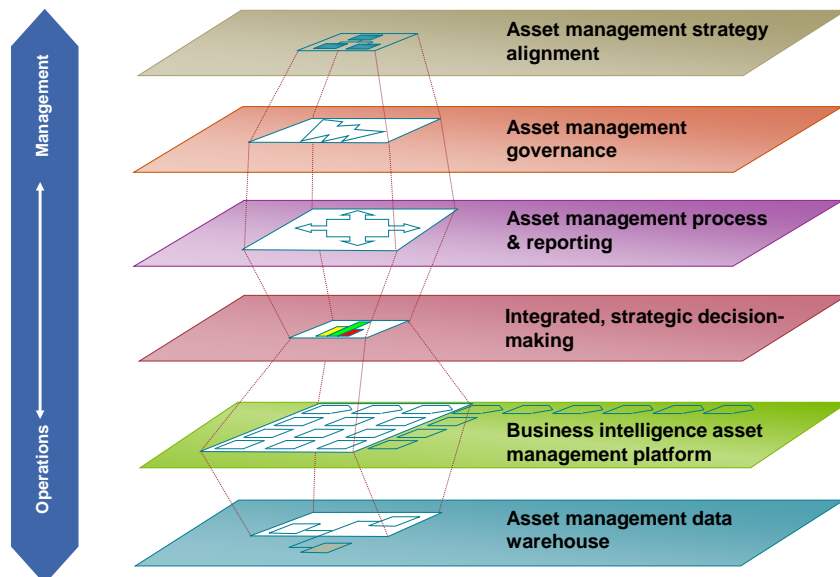
We have a unique value proposition for Human Resources Transformation and Policy and have a successful track record of helping our clients successfully develop and enable Human Resource and business policy success. We focus on the following:

- **Enabling a holistic Human Resources service delivery model** – With an emphasis on streamlining Human Resources processes in order to optimize relevant functionality and help clients effectively execute on strategic business goals
- **Integrated program** – We offer an integrated approach to assist in the design of global policies which best meets a client’s goals of meeting their business needs
- **Market leading Human Resources Transformation advice with US State and Local Government Experience** – We offer a market leading Human Resources transformation approach. With over 40 practitioners in the US that have experience in state and local government Human Resources and People Transformation engagements, including and currently engaged in major US cities and US states, we can leverage those insights to facilitate Human Resources policy development designed to sustain and improve the Human Resources operating model
- **Change empowered transformation** – We proactively manage the people aspect of the change, minimizing business disruption, and productively engaging the workforce to drive the change.

Area 3: Technology (information, data collection, citizen engagement, etc.)

Cities and municipalities, as large entities, generate a vast quantity of data; much of which is essential for understanding the City’s operating paradigm, financial performance, and to make informed management decisions. The challenge, however, is in analyzing the data and converting it into actionable insight. As shown below, leading practice organizations are able to use their data, technology and information systems to move from data to analytics, linking management functions through operations in the same manner in which the organization’s strategic plan drives organizational Line of Sight.

Figure 5 – Technology and Data Analytics to Link Management Functions through Operations



As a leader in data and analytics, KPMG will evaluate the extent to which the City’s management tools, technologies and information systems support the City’s ability to efficiently and effectively support its functions and programs. The Project Team will engage with a cross-section of the City’s personnel (policy, finance, maintenance, asset management, planning, construction, operations, etc.) in a discovery

process to learn about the various technology tools the City uses. We will then develop a process flow for systems across various activities to understand how systems are used, where efficiencies can be gained, and where opportunities for IT infrastructure expansion may be beneficial.

KPMG will propose recommendations on enhancements, replacements or additions of systems that address concerns related to issues of collecting and sharing data associated with key initiatives you wish to embark on under to increase the City's effectiveness and efficiency. This lends itself to developing a governance structure to manage data governance and security services.

KPMG can also assist with the effective management of complex city systems that may require the collection of data from internal and external sources. These interdependencies require clear policies and procedures with specific data definitions, processes and engagement rules.

Our data governance approach addresses the City's specific example of sharing citizen identity information gathered from your slated autonomous shuttle operation in 2018. Defining data policies that enable agility in managing your citizen engagements in a secure manner is fundamental to data and cyber-security.

We base our approach on an organization's strategy and on the insights we gather from asking questions like:

- What kinds of threats would cause the greatest harm to your business today?
- What data do you rely on for mission-critical processes?
- How can embedding cyber security strategies into your products and services give you a competitive advantage?

At a high level our approach to the data management and analytics task will consist of assisting and supporting the City with the following:

- Technological and informational systems alignment/consolidation
- Protecting your critical assets
- Enabling your business strategies
- Providing resilience for sustainable business growth
- Predicting changes based on trends
- Performing scenario analysis to anticipate impacts of changes

This results in a new perspective on cyber security, privacy and the benefits of making informed decisions. One that provides you with strategy, processes and technology to manage technological issues and challenges, and allows you to replace uncertainty with confidence and agility as you develop solutions to secure the City of Gainesville as a vibrant, safe and sustainable community.

Area 4: Project management

Project management is the centralized, coordinated management of a group of tasks to achieve the project's strategic goals and objectives. Our Team has extensive experience and well-established methods for leading and managing large projects for transportation agencies. Our approach combines is an integrated, holistic process that will provide efficiency in meeting your project management requirements.

The goal of our project management approach is to help ensure successful and efficient delivery of planned tasks while minimizing and managing risk. Elements of our project management approach include:

- Project Team organization
- Project management methodology and tools
- Other functions:
 - Communications management
 - Scope management
 - Quality management
 - Risk management
 - Resource management
 - Cost management
 - Time management
 - Change management

To assist the City in delivering existing or future city programs and projects on time, within budget, and with high quality, the Project Team will use a collaboration model. This model emphasizes cross-functional teams to facilitate and assist with the day-to-day responsibilities for project management, including cost and scheduling, risk management, communications, change management, quality management, training, and team integration for business process and technology. The Project Leader will work closely with the City to integrate, drive, and coordinate the individual tasks.

Our overall project management framework for successful and efficient delivery of planned tasks uses our proven methodology and toolset. This toolset will provide the planning, executing, monitoring and controlling, and closing processes that are based on the PMBOK® Guide. Members of the proposed team hold the PMP credential and are, as such, required to demonstrate ongoing professional commitment to the field of project management by satisfying PMI's Continuing Certification Requirements. Our project management methodology consists of a set of integrated tools and processes covering solutions design, organizational change, and project management that will give the City a step-by-step road map, sample deliverables, collaborative work tools, and a deliverables repository necessary for fulfilling all project objectives and completing all deliverables in an efficient, cost-effective and timely manner.

The Project Leader also serves as the central point for communications, scope, quality, risk, resource, cost, time, and change management.

- **Communications management:** Project communication management tools and techniques help ensure the timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information to stakeholders and team members.
- **Scope management:** Project scope management tools and techniques help ensure that each project included within the program clearly identifies all the work required, and only the work required, to complete the project successfully.
- **Quality management:** Project quality management tools and techniques help ensure that each task included within the project will satisfy the objectives for which it was undertaken. The Project Quality Management Plan (QMP) will outline the plan for quality control, quality assurance, and independent quality assurance to help ensure that the project will meet the

expectations of the external customers and that the deliverables will meet the needs of the internal customers.

Figure 6 – Quality Management Framework



- **Risk management:** Project risk management tools and techniques are used to identify, analyze, and respond to project risk. We will use an integrated risk management toolset for tracking and assessing the impact of program risks and issues, which will:
 - Provide experience-based risk and recommended containment actions
 - Provide an overall risk rating for project and planned activities
 - Summarize all identified risks by order of severity
 - Offer a function to help create a customized Risk Management Plan
 - Provide integration with quality management
- **Resource management:** Project resource management tools and techniques assist in making the most effective use of the Project Team. They help ensure that people with the needed skills are available at the right time to execute the required processes. Additionally, project roles (i.e., who does what, who is responsible for what, and who decides what) will be assigned to the appropriate Project Team member by the Project Leader. Roles and responsibilities may vary over time and involve those individuals and groups actively engaged in the project. This information will be used to develop a program resource responsibility matrix.
- **Cost management:** Project cost management tools and techniques help ensure that the Project Team completes the project within the approved budget. The Project Leader will develop a Project Cost Management Plan for each project included within the program to compare actual expenditures to planned expenditures at the level used in budget development.
- **Time management:** Project time management tools and techniques help ensure timely completion of the project. The Project Leader will develop a project time management plan that will entail coordinating the project schedule with the City. The Time Management Plan will include the project schedule and ancillary Gantt chart showing all dependencies, durations, milestones, and deliverables between and among projects. The project schedule, in conjunction with the project cost estimates, will be used to track project performance.
- **Change management:** Change management is the process of identifying, evaluating, and controlling changes in project scope. It is concerned with planning how to manage the change in scope, determining the actual need for the change, and managing the actual changes as they occur. The term used to describe these concerns is “change control.” Change control involves both control and management of changes. Change control requires that the Project Leader maintain the integrity of the performance measurement baseline—all approved changes should be reflected in the Project Plan. Only changes to the project scope will affect the performance measurement baselines. Changes to the product scope are thus reflected in the definition of the project scope, and project changes are reflected in all cost, schedule, and resource estimates, risk plans, quality plans, and all other supporting plans.

Area 5: Leadership

KPMG supports senior level clients in developing core leadership responsibilities, such as strategies to achieve policy goals and objectives, readying an organization to successfully execute on target strategies, and organizing performance improvement initiatives to solve specific problems. Below are some examples of leadership activities that we support:

Our Capabilities	<p style="text-align: center;">Strategy </p> <p style="text-align: center;"><i>We help government leaders develop and execute strategies to achieve policy and organizational goals</i></p>	<p style="text-align: center;">Organization </p> <p style="text-align: center;"><i>We help government leaders develop required capabilities and address most fundamental organizational challenges</i></p>	<p style="text-align: center;">Performance </p> <p style="text-align: center;"><i>We help government leaders realize sustainable improvements in operations and advance the delivery of services</i></p>
Example Activities	<ul style="list-style-type: none"> ▪ Conduct strategic planning ▪ Evaluate and review plans ▪ Provide unique, innovative and strategic ideas and concepts ▪ Evaluate strategic alternatives and prioritize program strategies ▪ Design, pilot development, & roll-out of strategic initiatives 	<ul style="list-style-type: none"> ▪ Identify organizational changes and new business processes required to deliver on strategies ▪ Identify needed capabilities and develop plans to develop / procure ▪ Perform workforce management activities including transition plans ▪ Review and establish department metrics and measures of success 	<ul style="list-style-type: none"> ▪ Share industry leading practices ▪ Drive efficiencies and enhance performance of programs & assets ▪ Review investments (projects, construction, ops, maintenance) ▪ Assess fiscal impact of programs and stakeholder requirements ▪ Monitoring progress of project delivery across lifecycle

Additionally, KPMG has experience helping leadership increase organizational accountability with a focus on results through advising on various performance management mechanisms, as well as provide advice on change management and communications related to transformations and how best to engage with personnel and stakeholders. As we develop approaches and solutions, we meticulously manage the transition of these tools to our clients to make sure that the appropriate level of knowledge transfer occurs. In other words, through the course of project support, we help our clients grow their leadership capabilities.

Our leadership advisory has been developed through a breadth of project experiences across corporate, non-profit and government clients. Please note that KPMG personnel will at no time act in a managerial role on behalf of City leadership. Instead, all managerial responsibilities will be conducted by City Leadership, with KPMG as an advisor.

Area 6: Executive coaching

KPMG is a recognized leader in facilitating the delivery of Learning & Development (L&D) services to our clients, most recently the State of Hawaii, and currently the State of Tennessee—as well as to our professionals across our firm. Our proposed approach is to assist the City holistically consider how learning occurs in its workplace and how training will advance organizational change.

Based on extensive experience facilitating the implementation of various training methodologies and providing L&D services, KPMG has defined the

KPMG Training and L&D Recognition

- Training Magazine Hall of Fame
- Bersin & Associates named KPMG a Learning Leader
- CLO Magazine's 2015 List of Learning Elite
- American Society for Training and Development Excellence in Practice Award

following leading-practices for effective training programs for the City's consideration:

- **Focus on understanding process and technology impacts** so that training is not an informational guide on the future state, but a meaningful demonstration of what is changing and how the City and agency employees can be successful in adopting the new technologies
- **Evaluate end-user learning preferences and experiences** to inform how training should be designed and delivered to best meet end-user needs
- **Develop a collaborative relationship with stakeholders** from leadership to business process owners and subject matter professionals to create ownership of training programs and generate the necessary process and system content
- **Design a role-based and needs-driven curriculum** to deliver the right knowledge to the right audiences, and avoid delivery of training that is redundant or irrelevant
- **Leverage a blended learning approach** using a mix of training formats to promote learning through multiple avenues and appeal to different types of learning styles
- **Implement detailed training management plans** to drive the development process and achieve project milestones on time
- **Align with organizational change activities** so that communications and workforce transition activities support employee training at the time of need
- **Measure training effectiveness** to enable continuous improvement and support remediation of TRAINING curriculum and materials when appropriate

Applying the above, KPMG's L&D model, spanning four phases, serves as a suggested framework for the training approach. If approved, we will work directly with the City's personnel to assess training needs and develop content. Our curriculum capabilities extend from program design to development and delivery of learning materials. We can assist the City to deliver scalable and blended learning solutions focusing on people, process and technology.

To initiate training development activities for the project, KPMG will assist the City conduct a series of assessments to understand the training implications of the future state capital planning process, including:

- Training needs assessment, audience analysis and training strategy
- Training asset and curriculum design
- Training logistics planning
- Project training material development
- Training delivery and evaluation

Through a combination of the gap analysis and the training strategy, KPMG will assist the City to create the Training Management Plan for the project. The Training Management Plan will then serve as the baseline project plan for training development activities.

The Way We Work

KPMG's can work with the City to come to negotiate terms, establish a scope of work, set a work plan, and coordinate a schedule that is approved by the City. After the award date of the contract, the Project Team will develop and submit to the City a detailed plan for conducting each work stream describing how KPMG plans to meet the required services requested in the RFQ. The project plan is subject to approval by the City.

The plan will include:

- Specific tasks to be performed, expected duration and person-hours necessary
- Sequence in which the tasks will be performed
- Milestone dates to include dates of delivery for draft and final reports
- Management, supervisors, staff and associates assigned to the tasks

As we have demonstrated, the Project Team is composed of diverse professionals that bring an extensive amount of strategic, commercial and financial experience working with similar organizations. This experience, our tested methodologies and our unbiased perspective will enable the Project Team to move swiftly and cost effectively to identify areas where the City is performing well and any potential areas of opportunity. In providing these services, the Project Team will undertake no role or view that could be considered public policy advocacy or lobbying.



Proposed Project Staff

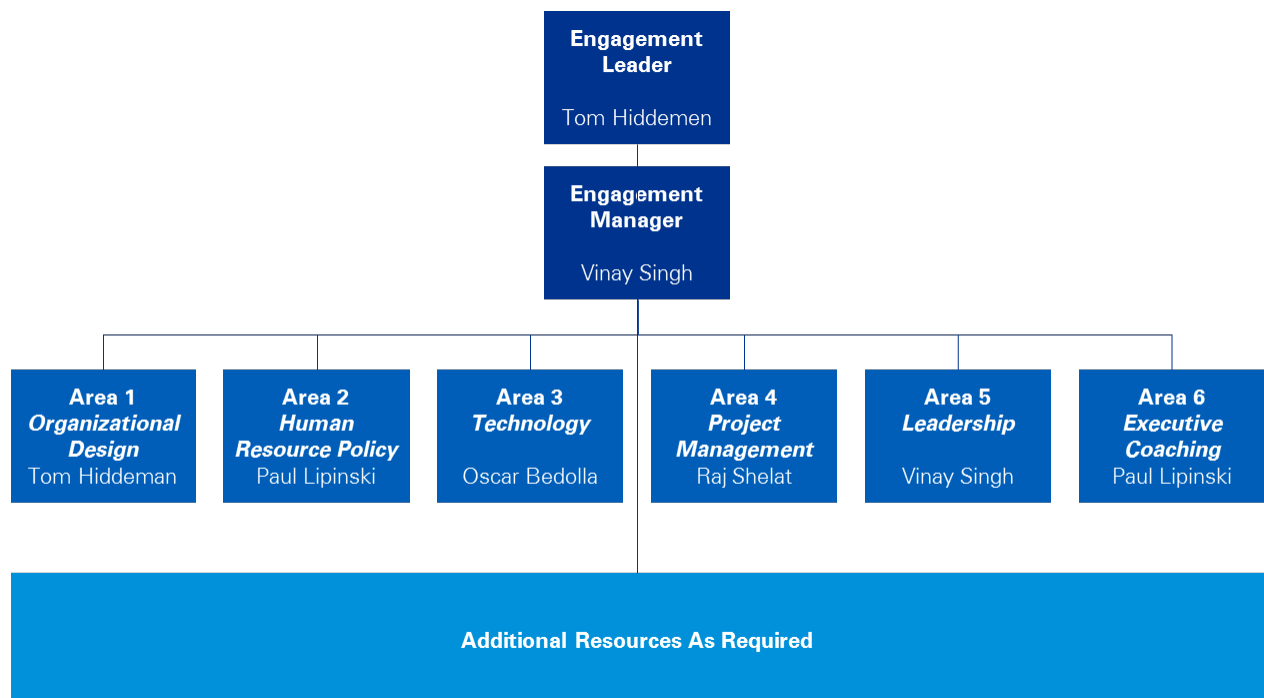
The KPMG team will be led by Tom Hiddemen, as the Engagement Lead and Managing Director-in-Charge. Tom has over 15 years of experience working with clients on strategy development, operating model and organizational design, and performance improvement initiatives, and currently spearheads KPMG’s smart cities strategy organization and performance sector. Tom will be supported by Vinay Singh in providing advisory services relating the RFQ.

Vinay will be the key point of contact and will be instrumental in delivering the day-to-day project work for the City, working collaboratively with the City’s key personnel. Vinay has 20 years of experience and is currently the Urbanization and Infrastructure Strategy Leader in KPMG’s Global Infrastructure Deal Advisory services. He is primarily focused on Global Cities and Smart Infrastructure projects assisting local, state and national governments with strategy, innovation, funding and governance challenges. He is passionate about ensuring governments harness the public and private smart city ecosystems to create citizen-centric cities

Tom and Vinay will be dedicated to meeting your needs and ensuring a consistently high quality of delivery and service. They will attend official meetings when requested by the City and also be responsible for facilitating the involvement of our sector specialists and additional resources, as required by the City.

Figure 7 provides an overview of how our team is organized. The spectrum of experience represented here reflects our careful review of the requirements of the RFQ, as well as understanding the City’s priorities and challenges associated with strategic initiatives over many of its programs.

Figure 7 – Project Organization Chart



The KPMG team includes a deep bench of senior-level sector specialists tailored to give the City access to the full range of services and sector that are required in the RFQ, and additional resources, who are available to contribute to the project on an as-needed basis.

KPMG has a strong presence in the State of Florida with offices in Miami, Fort Lauderdale, the City of Jacksonville, Orlando, Tallahassee and Tampa. Brief descriptions of the experience of subject matter specialists can be seen in the table below. Detailed resumes for each member, including additional resources, are located in Attachment 2.

KPMG team subject matter specialists

Subject matter specialists	
Tom Hiddemen Area 1: Organizational Design	Tom is a Managing Director and currently leads KPMG’s Infrastructure Strategy, Organization and Performance Improvement advisory offering, as well as co-leads KPMG’s Smart Cities campaign. Tom has over 15 years of experience and works with clients on strategy development, operating model and organizational design, and performance improvement initiatives.
Paul Lipinski Area 2: Human Resource Policy and Area 6: Executive Coaching	Paul is a Principal in the People and Change Practice. He has extensive experience in the development and execution of strategies associated with organizational, process, and technology enabled transformations. With more than 20 years of management consulting experience, Paul has led engagements in the areas of organization design, organization change management, organization and cultural transformation, and organization process optimization.
Oscar Bedolla, Director Area 3: Technology – Data Collection	Oscar is a Director and has over 15 years of experience providing strategic advisory services for large infrastructure projects and specializes in management techniques and data analytics. Oscar will assist the City to expand data collection and use to increase efficiencies in developing long-range planning that anticipates the future demands of citizens.
Raj Shelat, Director Area 4: Project Management	Raj is a Director and is a certified Project Management Professional (PMP) with more than 20 years of experience in program and project management support covering all aspects of the project lifecycle. His project management experience includes project planning, developing functional and technical requirements, project cost and schedule monitoring, performing process redesign, conducting organizational and management reviews, and performing business continuity planning. Raj has successfully led program and project management office (PMO) implementation for various government agencies.
Vinay Singh Area 5: Leadership	Vinay is a Director and Urbanization and Infrastructure Strategy leader in KPMG’s Global Infrastructure Deal Advisory services. He is primarily focused on global cities and smart infrastructure projects, assisting local, state and national governments with strategy, leadership, innovation, funding and governance challenges. He is passionate about ensuring governments harness the public and private smart city ecosystem.

Qualifications of the Firm

KPMG Differentiators

We believe that the City needs an adviser that not only has a deep understanding of your objectives, your assets and your processes and can tackle the old challenges, but one that also has the breadth of capabilities to take on new ones. It is with this challenge in mind that KPMG has assembled a bespoke team with the breadth and depth of capabilities to assist the City become a more citizen-centered City (see Figure 8).

Figure 8 – KPMG Team Members, Experience and Capabilities



KPMG Practice Experience

1. Strategy Development

KPMG has an extensive strategic advisory practice that can be leveraged to support the City with a strategy, organization and performance improvement challenges.

Our strategy team is a combination of folks from KPMG infrastructure, strategy, government, technology and data analytics practices, allowing us to provide comprehensive support to our public sector clients. Our strategy team combines traditional, time-tested approaches with advanced data and analytics tools and deep cross-functional knowledge.

Below, we outline out extensive capabilities in strategy development together with a selection of our relevant national and international experience. We will bring this highly relevant experience to the City to help with a mix of quick wins and sustainable solutions for the long term.

Figure 9 – KPMG Strategy Development Capabilities



2. Program / Project Management Support

KPMG also has deep experience and well-established methods for supporting the program / project management efforts of public sector clients. KPMG has also assisted with numerous presentations to help communicate the right messages to leadership. Our approach is to step in where we are needed and work collaboratively in an efficient and effective manner.

3. Technology and Data Analytics

In addition to strategy and program / project management experience described above, KPMG is a leader in data and analytics. KPMG has assisted public and private sector clients on technology and information management systems, including evaluating the extent to which South Carolina Department of Transportation’s management tools, technologies and information systems support the Agency’s ability to efficiently and effectively support its functions and programs. KPMG has also assisted public transit companies develop new ways to calculate vehicle occupancy to better design transit system schedules and utilized data analytics to proactively address maintenance needs.

4. Smart Cities

KPMG has diverse global experience in helping cities identify opportunities and solutions for improving service delivery to their citizens. From defining strategies, implementing technology solutions, prioritizing and packaging smart infrastructure projects, building governance and policy mechanisms and identifying funding to build solutions, we bring these best practices to the unique needs of each city. What differentiates us is our pragmatic, implementable approach:

- 1 We ground our approach in a **deep, global understanding of cities** and what they do
- 2 We are **citizen and services-centric** – technology serves as an enabler, not a driver
- 3 We bring the **breadth of capability** required to realize Smart City goals, including market-leading experience with Infrastructure and public-private partnerships
- 4 We focus on outcomes and **return on investment (ROI)** to shape the Smart City agenda
- 5 We use **rigorous analytics** coupled with **proprietary KPMG models and tools** to drive insights into where cities can allocate their limited time and resources

5. Other Experience

Our **Real Estate team** routinely advises clients in the analysis related to complex transactions, including debt restructurings and workouts, operational turnarounds, and equity and debt financings for real estate assets at entity, portfolio, and property levels. We work with clients throughout the real estate life cycle and provide advice on asset management, acquisitions, divestitures, ongoing risk analyses, highest and best use analysis, land and property valuations, and thorough reviews of current and future risks and opportunities.

KPMG Real Estate Advisory Representative Services

- Portfolio Rationalization
- Capital Planning
- Appraisal and Valuation Services
- Technical Advice and Due Diligence

Our **Major Projects Advisory team** is highly experienced in assisting clients in identifying and mitigating project risks on large capital programs and projects. During project development, KPMG provides owners with objective feedback to assist decision making for the appraisal, selection, and establishment of programs and projects. During execution, KPMG provides real-time, objective

feedback to owners and contractors to facilitate proactive decision making related to cost, schedule, safety, quality, and other project risks.

We provide focused industry knowledge, multidisciplinary teams, and substantive experience in managing both the financial and technical aspects of major capital projects and programs.

KPMG's construction and engineering specialists have experience developing and monitoring controls on capital construction programs and projects on over 1,000 construction projects, and will help identify and mitigate risks, recover costs, streamline key controls, processes, and procedures and deliver projects safely and on time.

Our **Economic and Valuations Team** routinely provide services to clients related to feasibility analyses that can be used to inform decisions on project delivery, project costs and economic impacts. We have core competencies in performing value-for-money feasibility analyses, economic feasibility analyses, economic impact assessments, and cost-benefit analyses. Furthermore, KPMG's professionals undertake regulatory analysis across different industries. We provide advanced economic and statistical insights to help public sector clients quantify expected risks, analyze potential costs and benefits, evaluate alternatives, and develop defensible quantitative measures for decision making.

KPMG Major Project Advisory Representative Services

- Risk Management
- Safety
- Schedule Management
- Evaluation and Ongoing Monitoring
- Contract Administration and Compliance
-

KPMG Economic and Valuations Representative Services

- Economic Feasibility Analysis
- Economic Impact Analysis
- Cost Benefit Analysis
- Regulatory Analysis & Review
- Economic Modelling
- Due Diligence

Select KPMG Case Studies

The table below provides a summary of case studies representing KPMG’s select relevant projects that have been completed or are currently ongoing.

Select KPMG Case Studies	
Jacksonville Transportation Authority, Florida <i>(Florida Experience)</i>	KPMG is currently engaged by the Jacksonville Transportation Agency (JTA) to assist the Authority in conducting a risk analysis as it explores the use of autonomous vehicle fleet technology as part of a project to replace their current Skyway system.
I-4 Ultimate Project, Florida <i>(Florida Experience)</i>	KPMG provided financial, commercial, and strategic advice to FDOT on the \$2.3 billion I-4 Ultimate P3 Project. KPMG assisted with all financial aspects of the project, including statement of qualification evaluations, review of proposers’ financial proposals and financial models, Value for Money (VfM) analysis, and provided negotiation advice.
Broward College, Florida <i>(Florida Experience)</i>	KPMG provided financial, commercial, and strategic advice to Broward College on the redevelopment of its downtown campus. KPMG is also currently assisting Broward College providing financial and commercial advisory services for the development of its south campus.
Miami-Dade County Civil Court Facilities, Florida <i>(Florida Experience)</i>	KPMG is currently engaged by Miami-Dade County to provide financial and commercial advisory services related to the development of the County Civil Court Facilities Project. The scope of work includes conducting a VfM analysis; analyzing delivery options analysis; determining project feasibility and affordability; and advising through the procurement phase.
Tampa Bay Water, Florida <i>(Florida Experience)</i>	KPMG was retained by Tampa Bay Water Authority as their Strategic Procurement Advisor to help explore the viable procurement and financing options to address cracks in the Young Regional Reservoir. KPMG also assisted the Authority throughout the procurement phase of the project.
South Carolina DOT Structural Efficiencies Study, South Carolina <i>(Area 1: Organizational Design, Area 4: Project Management, Area 5: Leadership, Area 6: Executive Coaching)</i>	KPMG was engaged by South Carolina Department of Transportation to evaluate the agency’s core functions, organizational structure, and major processes associated with the delivery of services with the goal of increasing the efficiency and cost effectiveness of the organization.
Riverside County, California <i>(Area 2: Human Resources and Policy, Area 4: Project Management, Area 6: Executive Coaching)</i>	KPMG assisted Riverside County to build a scheduling model that generated staffing assignments based on actual historical data. The model evaluated billions of schedule options while taking into account any real-life constraints, such as minimum staffing requirements. The model offered efficiency gains, which ultimately led to net county savings of \$200m per annum.
City of Manchester MaaS Pilot, England	KPMG data scientists analyzed transit trends in the City of Manchester to provide insights into strategies for minimizing operating costs, maximizing

Select KPMG Case Studies	
<i>(Area 3: Technology, Area 5: Leadership)</i>	transit quality for users, targeting available demand, integrating services, and transitioning towards more sustainable transit services.
Big Data for Improved Transit Service Schedules, Private Client <i>(Area 3: Technology, Area 5: Leadership)</i>	KPMG helped a regional public transport company to develop new ways to calculate vehicle occupancy to better design transit system schedules, predict maintenance demands to avoid system delays, and realize the impact of bus stop modifications on halting times.
Center for Houston's Future, Texas <i>(Area 3: Technology, Area 4: Project Management, Area 5: Leadership)</i>	KPMG conducted research and historical trend analysis to identify metrics and growth drivers key to Houston's economic success and modeled the economic and employment effects of various scenarios around each key driver. KPMG also facilitated several leadership workshops to socialize findings and align them around a new path forward for Houston.
Vizag Smart City Strategy, India <i>(Area 2: Human Resource Policy, Area:4 Project Management, Area 5: Leadership)</i>	KPMG is currently engaged to validate and refine the Smart City vision and framework and perform a subsequent gap analysis. KPMG developed several sector-specific strategies, identified projects and prioritization criteria, and conceptualized major solutions along technical, operational, financial and viability dimensions.
Gujarat Smart City Strategy, India <i>(Area 2: Human Resource Policy, Area:4 Project Management, Area 5: Leadership)</i>	KPMG conducted a detailed study of the existing policies and initiatives to identify objectives and develop a vision to achieve smart city status KPMG identified enablers and incentives in order to attract private investment in order to achieve this vision.
Newell Brands, Multiple Locations <i>(Area 1: Organization Design, Area 2: Human Resource Policy, Area 5: Leadership, Area 6: Executive Coaching)</i>	KPMG assisted Newell Brands, a leading consumer products company with over 57,000 employees working in 50 countries, conduct a comprehensive assessment to understand its existing cost structure and service delivery model in order to design a comprehensive, leading practice Human Resources organization. KPMG delivered a successful implementation of the new Human Resources model on time and on budget, exceeding all performance metrics established.
Bristol Myers Squibb, Multiple Locations <i>(Area 1: Organization Design, Area 2: Human Resource Policy, Area 5: Leadership, Area 6: Executive Coaching)</i>	Bristol Myers Squibb, a research and pharmaceutical company with over 25,000 employees, engaged KPMG to complete the future state design of its Human Resources function and implement its global Human Resources transformation. KPMG established and managed a collaborative project structure that included Bristol Myers Squibb's employees from around the globe to promote personal accountability, comprehensive knowledge transfer and has been driving the successful project implementation of the project.

Additional Information

Fee Structures

KPMG standard fee structure are indicative of typical time and material costs incurred to complete the project(s) at the hourly rates summarized in the table below. KPMG can be flexible on these rates dependent on the actual scope of work and the contract vehicle, e.g. fixed fee contracts. These rates will increase at CPI-U on an annual basis.

We are committed to working with the City to establish a compensation policy that works best based on the scope of future projects that meet your purposes.

Area 1: Organizational Design, Area 4: Project Management, and Area 5: Leadership

Experience level	Hourly rate
Partner/Principal/Managing Director	\$595
Director	\$515
Manager	\$425
Senior Associate	\$340

Area 3: Technology

Experience level	Hourly rate
Partner/Principal/Managing Director	\$385
Director	\$345
Manager	\$295
Senior Associate	\$235

Area 2: Human Resource Policy, Area 6: Executive Coaching

Experience level	Hourly rate
Partner/Principal/Managing Director	\$439
Director	\$414
Manager	\$375
Senior Associate	\$309

Attachment 1 - Other matters*

Municipal Advisory Services: It is understood and agreed that KPMGCF/KPMG LLP is not registered with the SEC as a municipal advisor and that the City is not asking KPMGCF/KPMG LLP to provide, and KPMGCF/ KPMG LLP will not provide, any services to the City which would require registration as a municipal advisor, including but not limited to advice with respect to municipal financial products or the issuance of municipal securities. KPMGCF/ KPMG LLP will not make recommendations relating to municipal financial products or the issuance of municipal securities, and KPMGCF/ KPMG LLP will not owe a fiduciary duty to the City under Section 15B of the Securities Exchange Act of 1934. The City represents to KPMGCF/ KPMG LLP that if the City desires municipal advisor services in connection with or related to the subject matter of this engagement, it will obtain such services from another party.

AICPA Consulting Services: KPMG's services as outlined in this proposal constitute an advisory engagement conducted under the American Institute of Certified Public Accountants ("AICPA") Standards for Consulting Services. Such services are not intended to be an audit, examination, attestation, special report or agreed-upon procedures engagements as those services are defined in AICPA literature applicable to such engagements conducted by independent auditors. Accordingly, these services shall not result in the issuance of a written communication to third parties by KPMG directly reporting on financial data or internal control or expressing a conclusion or any other form of assurance.

Lobbying/Advocacy: In providing our services, KPMG will undertake no role or view that could be considered public policy advocacy or lobbying.

Legal Advice: KPMG is not providing any legal advice or counsel under this proposal. Without limiting the foregoing, KPMG is not providing any interpretation of any laws or regulations that may be applicable to the Agency or that are otherwise related to the work hereunder. While KPMG personnel working on this project may, through experience or specialized training or both, be familiar with the general regulatory environment in their capacity as information technology and management consulting professionals, they will work under the direction of the Agency and its legal counsel regarding the specific legal and regulatory requirements under which the Agency operates.

The terms included in this proposal are subject to further negotiations with the City and are expected to be finalized in a mutually agreeable contract.

KPMG requires the following changes to the insurance requirements:

Insurance: KPMG firm shall provide ~~proof of insurance in a form acceptable to the City~~ a Certificate of Insurance, which gives the City 30 days written notice (except the City will accept ten (10) days written notice for non-payment) prior to cancellation ~~or material change~~ in coverage, in the amounts as noted below:

Worker's Compensation Insurance providing coverage in compliance with Chapter 440, Florida Statutes.

Professional Liability Insurance in the amount of \$1,000,000 per ~~occurrence (combined single limit for bodily injury and property damage)~~ claim.

~~Public~~ General Liability Insurance (other than automobile) consisting of broad form comprehensive general liability insurance including contractual coverage \$1,000,000 per occurrence (combined single limit for bodily injury and property damage).

The City shall be an additional insured on such Public Liability Insurance and the Contractor shall provide copies of endorsements naming the City as additional insured.

Automobile Liability Insurance

Property Damage \$500,000 per occurrence (combined single limit for bodily injury and property damage).

The Contractor shall furnish the City a certificate of insurance in a form acceptable to the City for the insurance required. Such certificate or an endorsement provided by the Contractor must state that the City will be given thirty (30) days' written notice (except the City will accept ten (10) days written notice for non-payment) prior to cancellation ~~or material change~~ in coverage

Contact Information for Firm Clients: As KPMG is a large firm, it is not practical or in accordance with firm policies and client confidentiality obligations to provide contact info for all clients served within the past three years who were provided with the same management consulting services covered under the Statement of Qualifications being submitted. KPMG will provide three references for clients who were provided with similar management consulting services covered under the Statement of Qualifications being submitted.

- 1) U.S. Trade and Development Agency
 - Heather K. Lanigan, Country Manager – South Asia
 - Telephone: (703) 875 – 4357
- 2) Florida Department of Transportation I-4 Project
 - a. Leon Corbett, Project Finance Office Manager
 - b. Telephone: (850) 414 – 4421
- 3) South Carolina Department of Transportation Structural Efficiencies Study
 - a. Christy Hall, Secretary of Transportation
 - b. Telephone: (803) 737 – 1302

Financial Capacity: KPMG LLP is a private limited liability partnership and therefore does not produce a full-disclosure annual report.

As of September 30, 2017, the end of our most recent fiscal year, KPMG LLP reported total revenue of \$9.0 billion. By all the key financial measures of our firm, these results reflect continued financial stability. This fundamental strength allows us to make the necessary investments in the people and technology that keep us at the forefront in professional services.

KPMG LLP issues debt in the U.S. private placement debt market. Its private placement notes are rated by the Securities Valuation Office of the National Association of Insurance Commissioners (NAIC SVO). KPMG's notes are currently rated 'NAIC-1' which is the highest credit rating category within the NAIC SVO ratings scale. An 'NAIC-1' rating would be comparable to a rating of 'A3' or better by Moody's Investors Service or 'A-' or better by Standard & Poor's. The NAIC SVO reviews its KPMG LLP credit rating assessment in July of each year.

Our operations are characterized by strong annual financial results, a diversified client base, and strong leadership possessing the vision to direct the firm into the future.

If you would like additional information, we can arrange for you to speak directly with our chief financial officer.

Litigation: As is the case with all major professional services firms, from time to time KPMG and/or individual partners or principals have been named as defendants in lawsuits by regulatory bodies and civil plaintiffs, particularly when one of the Firm's clients suffers an economic downturn. Understandably, the details of such litigation are sensitive and highly confidential. KPMG has a professional indemnity insurance program in place to insure against such risks, and we have no pending litigation that would materially affect the Firm's operations or our ability to perform services for you.

Investigations: Like all major professional services firms, KPMG has a large number of clients that are registered with, or otherwise regulated by, the SEC, FDIC, other regulatory agencies, the Federal Reserve Board, various stock exchanges, and other self-regulatory organizations (“Regulators”). Such clients are at times involved with investigations or informal inquiries by such Regulators. In addition, clients may be involved with investigations or informal inquiries by other Federal, state and local government agencies involved with law enforcement, including but not limited to the Department of Justice, Internal Revenue Service, various federal, state and local government agency Offices of Inspectors General, and state attorneys general (“Investigators”). KPMG regularly is asked to, and does, cooperate with investigations and informal inquiries of such Regulators and Investigators related to services provided to clients. KPMG is also from time to time involved in investigations and informal inquiries conducted by its own Regulators, including the SEC, the Public Companies Accounting Oversight Board and various state boards of accountancy, regarding KPMG’s compliance with laws, rules and regulations. Many of these investigations and informal inquiries are not public, and we are frequently not privy to the thoughts or focus of the Regulator or Investigator with respect to these matters. In the vast majority of cases, investigations and informal inquiries in which KPMG has some involvement are closed without any action being threatened or taken against KPMG. We are not aware of any pending investigation by any Regulator or Investigator that would materially affect the firm’s operations or our ability to provide services under this proposal.

Penalties: Like other professional services firms, over time, the Firm has been the subject of disciplinary proceedings brought by, or sanctions imposed by, regulatory or law enforcement agencies, including the Department of Justice, SEC and/or State Boards of Accountancy. For example, in the last 5 years, the Firm has entered into settlement agreements or consent orders with certain state boards of accountancy in connection with the August 2005 deferred prosecution agreement (DPA) with the U.S. Attorney’s Office for the Southern District of New York which resolved the investigation by the Department of Justice into tax shelters developed and sold by the firm from 1996 to 2002 and related activities, and a parallel investigation by the IRS. In the DPA, the Department of Justice concluded that the Firm was a responsible contractor, and the Firm continues to provide services to the federal government. Some of these tax shelter settlements with state boards of accountancy placed the firm’s CPA license on probation, and some required the firm to pay a civil monetary penalty to the state board. All of the probationary periods have ended and all civil monetary penalties have been paid.

In January 2014, the Firm entered into a settlement with the SEC in which the Firm was censured, disgorged certain fees and paid a civil monetary penalty to the SEC in connection with alleged violations of SEC regulations governing auditor independence with respect to three public company audit clients between 2007 and 2011.

The Firm’s rights to practice have not been limited and we do not believe that these matters materially affect the Firm’s operations or our ability to perform services for you.

In late February 2017, KPMG LLP learned from an internal source that an individual who had joined KPMG from the PCAOB subsequently received confidential information from a current employee of the PCAOB, and shared that information related to PCAOB inspections with other KPMG personnel. KPMG immediately reported the situation to the PCAOB and the SEC, retained outside counsel to investigate, and shared the factual findings of the investigation with the government. The firm learned through the investigation that seven KPMG individuals either had improper advance warnings of engagements to be inspected by the PCAOB, or were aware that others had received such advance warnings and had failed to properly report the situation in a timely manner. As a result, those individuals, including the head of our audit practice in the United States, were promptly separated from KPMG. Most of these separations took place in April 2017.

KPMG is continuing to cooperate with the Department of Justice and the Securities and Exchange Commission in connection with this matter.

On January 22, 2018, the U.S. Attorney's Office for the Southern District of New York unsealed an indictment of three former KPMG partners and one former KPMG employee in connection with this matter. On the same day, the SEC filed an order instituting administrative cease-and-desist proceedings against the same individuals. In addition, a separate criminal information also was unsealed that day, to which another former partner had entered a guilty plea. The SEC also filed an agreed order of settlement with respect to that former partner. KPMG was not charged by the US Attorney's Office, nor were any administrative proceedings commenced against it by the SEC.

The Chairman of the SEC, Jay Clayton, issued a press release which stated among other things that the SEC does not believe "the actions against these individuals will adversely affect the ability of SEC registrants to continue to use audit reports issued by KPMG."

KPMG has taken and is taking a number of remedial actions designed to prevent this conduct from happening again. We do not believe that this matter will have a material effect on the Firm or our ability to serve our clients.

KPMG requests addition of the following terms to the General Provisions for this contract:

- 1. Limitation of Liability.** Notwithstanding anything else in this contract to the contrary, including all attachments, the liability of the Contractor on account of any actions, damages, claims, liabilities, costs, expenses or losses in any way arising out of or relating to the services performed under the Contract shall be limited to the amount of fees paid or owing to the Contractor under the Contract. In no event shall the Contractor be liable for consequential, special, indirect, incidental, punitive or exemplary damages, costs, expenses, or losses (including, without limitation, lost profits and opportunity costs). The provisions of this paragraph shall apply regardless of the form of action, damage, claim, liability, cost, expense, or loss asserted, whether in contract, statute, rule, regulation or tort (including but not limited to negligence) or otherwise, and shall survive contract termination or expiration.
- 2. Management Decisions.** The City acknowledges and agrees that the Contractor's services may include advice and recommendations; but all decisions in connection with the implementation of such advice and recommendations shall be the responsibility of, and made by, City. KPMG will not perform management functions or make management decisions for City.
- 3. Third Party Usage.** City acknowledges and agrees that any advice, recommendations, information, Deliverables or other work product ("Advice") provided by the Contractor in connection with the services under the Contract is intended for City's sole benefit and the Contractor does not authorize any party other than City to benefit from or rely upon such Advice, or make any claims against the Contractor relating thereto. Any such benefit or reliance by another party shall be at such party's sole risk. KPMG may, in its sole discretion mark such Advice to reflect the foregoing. Except for disclosures that are required by law or that are expressly permitted by this Contract, City will not disclose, or permit access to such Advice to any third party without KPMG's prior written consent.
- 4. California Accountancy Act.** For engagements where services will be provided by KPMG through offices located in California, City acknowledges that certain of Contractor's personnel who may be considered "owners" under the California Accountancy Act and implementing regulations (California Business and Professions Code section 5079(a); 16 Cal. Code Regs. sections 51 and 51.1) and who may provide services in connection with this engagement, may not be licensed as certified public accountants under the laws of any of the various states.
- 5. Ownership.** Upon full and final payment to Contractor under the Contract, Contractor assigns and grants to City, title in the tangible items specified as deliverables or work product in Contract (the "Deliverables") and any copyright interest in the Deliverables; provided that if and to the extent that any Contractor property is contained in any of the Deliverables ("KPMG Property"), Contractor hereby grants

City, under Contractor's intellectual property rights in such KPMG Property, a royalty-free, non-exclusive, non-transferable, perpetual license to use such KPMG Property solely in connection with City's use of the Deliverables. Contractor acknowledges that it shall obtain no ownership right in Confidential Information of City. In addition, City acknowledges and agrees that Contractor shall have the right to retain for its files copies of each of the Deliverables and all information necessary to comply with its contractual obligations and applicable professional standards.

6. **Electronic Communications.** Contractor and City may communicate with one another by electronic mail or otherwise transmit documents in electronic form during the course of this engagement. Each party accepts the inherent risks of these forms of communication (including the security risks of interception of or unauthorized access to such communications, the risks of corruption of such communications and the risks of viruses or other harmful devices). City agrees that the final hardcopy or electronic version of a document, including a Deliverable, or other written communication that the Contractor transmits to City shall supersede any previous versions transmitted by the Contractor to City.

7. **Active Spreadsheets and Electronic Files.** Contractor may use models, electronic files and spreadsheets with embedded macros created by Contractor to assist Contractor in providing the services under the Contract. If City requests a working copy of any such model, electronic file or spreadsheet, the Contractor may, at its discretion, make such item available to City for its internal use only on an as-is basis and such

8. **Use of Vendors.** City acknowledges and agrees that in connection with the performance of services under the Contract, Contractor and its Member Firms, in their discretion or at City's direction, may utilize the services of third parties within and outside of the United States to complete the services under the Contract. City further acknowledges and agrees that Contractor-controlled parties, member Firms of KPMG International, and other third party service providers (collectively, "Vendors") may have access to Confidential Information from offshore locations, and that the Contractor uses Vendors within and outside of the United States to provide at Contractor's direction administrative or clerical services to Contractor. These Vendors may in the performance of such services have access to City's Confidential Information. Contractor represents to City that with respect to each Vendor, Contractor has technical, legal and/or other safeguards, measures and controls in place to protect Confidential Information of City from unauthorized disclosure or use. Contractor shall be responsible to City for Contractor-controlled, member Firms or Vendor's failure to comply.

9. **Volume Rebates.** Where Contractor is reimbursed for expenses, Contractor's policy is to bill City the amount incurred at the time the good or service is purchased. If Contractor subsequently receives a volume rebate or other incentive payment from a vendor relating to such expenses, Contractor does not credit such payment to its City. Instead, Contractor applies such payments to reduce its overhead costs, which costs are taken into account in determining Contractor's standard billing rates and certain transaction charges that may be charged to City.

11. **Disputes.** The parties agree that any dispute or claim arising out of or relating to the Contract or the services provided thereunder shall first be submitted to non-binding mediation as a prerequisite to litigation. Mediation may take place at a location to be designated by the parties using the Mediation Procedures of the International Institute for Conflict Prevention and Resolution, with the exception of paragraph 2 (Selecting the Mediator). If, after good faith efforts, the parties are unable to resolve their dispute through mediation within ninety (90) days after the issuance by one of the parties of a request for mediation, then the parties are free to pursue all other legal and equitable remedies available to

them. Nothing herein shall preclude Contractor from filing a timely formal claim in accordance with applicable [insert State] law provided, however, that Contractor shall, if permitted, seek a stay of said claim during the pendency of any mediation. Either party may seek to enforce any written agreement reached by the parties during mediation in any court of competent jurisdiction

12. **Export Control.** Contractor and City acknowledge and agree that each shall comply with all applicable United States export control laws and regulations in the performance of each party's respective activities under the Engagement Letter. City shall not provide Contractor, or grant Contractor access to, (a) information (including technical data or technology), verbally, electronically, or in hardcopy, (b) software or (c) hardware, that is controlled for export by the United States government under the Arms Export Control Act of 1976, Export Administration Act of 1979, the International Traffic in Arms Regulations ("ITAR"), Export Administration Regulations ("EAR"), Department of Energy Part 810 Regulations or Nuclear Regulatory Commission Part 110 Regulations, except information, software or hardware that is classified as EAR99 under the EAR.

Attachment 2 - Detailed resumes



Tom Hiddemen

Managing Director

KPMG LLP
111 Congress Avenue
Suite 1900
Austin, TX 78701

Tel 512 330 5115
Fax 512 853 4834
Cell 214 293 5167
thiddemen@kpmg.com

Function and Specialization

Strategy development, organization and operating model transformations, and performance improvement initiatives

Representative Clients

- South Carolina DOT
- Center for Houston's Future
- Public Service Company of New Mexico
- Worldvision
- Boys and Girls Club

Education, licenses & certifications

- BBA – McCombs School of Business, University of Texas in Austin
- MBA – Ross School of Business, University of Michigan at Ann Arbor

Engagement Lead

Background

Tom is a Managing Director in KPMG's Strategy Advisory practice with over 15 years of experience. Tom currently leads KPMG's Infrastructure Strategy, Organization and Performance Improvement advisory offering, as well as co-leads KPMG's Smart Cities campaign. Prior to KPMG, he worked at Booz & Company as an engagement manager, founded and led an e-commerce business, and worked at Bank One Corporation in Middle Market Banking and Capital Markets groups.

Professional and Industry Experience

Tom specializes in working with public, not-for-profit, and private sector clients on strategy development, organizational transformations and performance improvement initiatives. Leveraging an extensive background in strategy consulting, he has successfully led several large transformational programs. Examples include:

Global NGO – Strategy Development and Operating Model Transformation

Worked with a large development NGO to develop a new global strategy and objectives, and transformed the existing operating model to more effectively deploy resources towards prioritized initiatives and enhance accountability

Engineering, Procurement and Construction – Organizational Transformation

Designed a new global organizational structure for a large Engineering, Construction and Procurement company to drive operational efficiencies through better utilization of firm capabilities, management tools and processes, and performance metrics

Electric Utility – Rate Case Testimony

Drafted rate case testimony for a state's electricity commission which outlined target customer electricity rates, balancing a Utility company objectives of reducing operating costs while encouraging investments in aging utility infrastructure

Not-For-Profit Organization – Facilities Energy Strategy

Led an energy efficiency diagnostic for a large not-for-profit organization that has hundreds of locations across southwest USA, identified several improvement areas and developed a facilities energy strategy that realized \$3million in annual savings

Utility Service Company – Solar Program Design

Led the creation of a new 4-megawatt customer-sited solar energy program for a large utility, enabling citizens to participate in distributed energy solutions and the utility to become in compliance with renewable energy portfolio requirements



Vinay Singh

Director

KPMG LLP
1660 International Drive
McLean, VA 22102

Tel 202-533-4165
Cell 267-243-3184
vvsingh@kpmg.com

Function and specialization

Urbanization, Smart Infrastructure, Strategy,
Project and Financial Management.

Education, licenses & certifications

- MBA, Widener University, Philadelphia, PA, USA
- Certified Public Accountant (CPA)
- Project Management Professional (PMP) Candidate, March 2018

Engagement Manager

Background

Vinay is an Urbanization & Infrastructure Strategy leader in KPMG's Global Infrastructure Deal Advisory services. He is primarily focused on Global Cities and Smart Infrastructure projects assisting Local, State & National Governments with strategy, innovation, funding & governance challenges. He is passionate about ensuring governments harness the public and private smart city ecosystems

Professional and Industry Experience

Mr. Singh was an Obama Administration appointee and played a key role in shaping the trade and investment policy and promotion efforts for the U.S. Government, with a focus on Smart Cities, Urbanization and Infrastructure across programs including, the NIST Global Cities Team Challenge, USDOT Smart Cities Challenge and the White House Smart Cities Initiatives. As Deputy Assistant Secretary, Global Markets, International Trade Administration, U.S. Department of Commerce, he led over 300 global trade officers and specialists to increase U.S. exports and investments and build global partnerships in the public and private markets.

His extensive relationships U.S. and Foreign Government keeps him engaged in shaping US and Global urbanization policies. Recent publications include: Smart Cities, Regions & Communities along with contributions to Smart Communities Federal Strategic Plan: Exploring Innovation Together; Smart Infrastructure Unlocks Equity and Prosperity for Our Cities and Towns and Technology and the Future of Cities.

Provides smart city strategic & infrastructure services for clients in India, SE Asia and the Americas.

Led design and implementation of the U.S. & India Strategic Commercial Dialogue, resulting in the appointment of 3 Indian Smart Cities named for U.S. government resources and U.S. private sector consortia and a Municipal Bond Pilot Program in Pune

Led Select USA [United States Government Foreign Direct Investment] strategy & operations, U.S. Department of Commerce

Led monitoring and execution of Troubled Asset Relief Program at the U.S. Treasury Department

Led Discovery Communications through its public offering in 2008, focusing on compliance and information technology projects, resulting in cost savings of \$10 Million+ USD

Led senior government led international engagement efforts [Trade & Investment] the private and public sectors, including, the Commonwealth of Virginia and State of North Carolina



Paul Lipinski

Principal

KPMG LLP
200 E. Randolph Street
Suite 5500
Aon Center
Chicago, IL 60601-6436

Tel 312-665-1184
Cell 312-720-3873
plipinski@kpmg.com

Five recent clients

- National Grid
- Exelon
- State of Tennessee
- Thomsen-Reuters
- Qualcomm

Education, licenses & certifications

- MBA, DePaul University, Kellstadt School of Business, Chicago, IL
- B.S. Marketing, DePaul University, Chicago, IL

Human Resource and Executive Coaching Lead

What can I do for you?

Paul has extensive experience in the development and execution of strategies associated with Organizational, Process, and Technology Enabled Transformations. I will bring 20+ years of Change Management and Talent Management experience to. I have experience across many industries including Power & Utilities, High Tech, Industrial Products, CPG, and Services.

Engagement experience

- Lead engagements in the areas of Organization Design, Organization Change Management, Organization and Cultural Transformation, and Organization Process Optimization. I have extensive experience across multiple industries and geographies.
- Lead the redesign efforts for the transformation of the Finance function at a major US utility company. The program included a new organizational design, talent competency assessment, CMO build-out, and organizational change.
- Lead an Organizational Design effort of an international Sales and Marketing function at a global Motorcycle manufacturer; I collaborated with the Chief Marketing Officer as the lead sponsor of the effort.
- Lead the end-to-end Change Management and Training efforts to deliver a new TOM, corresponding processes, and Medicaid Eligibility system for a US State.
- Lead the development of Change Management efforts for a front office transformation at the program and project level at a global financial entity.
- Lead the development and execution of an internal change management center of excellence (COE) operating model at a global technology company.
- Lead the development and delivery of the strategic change solutions for the rollout of a new volume licensing delivery strategy.
- Lead the change management efforts on multiple engagements for the implementation of ERP and CRM systems including Oracle, SAP, SF.com, and Workday.
- Lead the development of Organizational Design recommendations at a global provider of on-line interactive services that transitioned call center consultants into a sales channel.



Oscar Bedolla

Director

KPMG LLP
200 East Randolph Street
Chicago, IL 60601

Tel (312) 665-4518
obedolla@kpmg.com

Function and Specialization

- Oscar is a member of the Advisory practice specializing in data analytics for infrastructure and real estate development and asset management.

Education, licenses & certifications

- MA, International Public Policy and Economics, Johns Hopkins University – Paul H. Nitze School of Advanced International Studies (SAID)
- MS, Real Estate Development, Johns Hopkins University – Carey School of Business
- BS, Business Management, Hampton University

Certifications & awards

- Master's Certificate in Project Management, George Washington University
- Transportation Executive Program in Project Finance, University of Pennsylvania – Aresty Institute of Executive Education
- Southwest Ohio Region Workforce Investment Board – Strategic Planning Partner Award
- American Association of State Highway and Transportation Officials (AASHTO) Stewardship Award – Excellence in Public Real Estate

Technology Lead

Background

Oscar has 15 years of experience providing strategic advisory services for both large-scale infrastructure and real estate projects. During this period, he has worked in senior positions at the federal and local levels to finance, monitor, and manage large projects through all stages of the development cycle. Throughout his career, he has campaigned performance management techniques and data analytics. Oscar's industry expertise includes transportation, community and economic development, and parking.

Select project experience

Performance management data analytics

- National leader for KPMG's strategic growth initiative on public sector data analytics. Responsible for managing internal and external engagements and partnerships for public infrastructure and real estate.
- Assisted the with the development of the federal Transportation Performance Management program which dictates a strategic approach to utilize performance management to make investment decisions to achieve investment and performance goals.
- Assisted in the establishment of an interactive dashboard to provide city data in an accessible and user-friendly format for public consumption. These interactive data sets ranged from public health, economic and community development.
- Deployed data analytics to reduce cost, increase revenues and improve congestion for the City of Cincinnati. Specifically, analytics improved enforcement route and the interconnectivity with transit systems and off-street parking assets; increased staffing efficiency and helped to promote fair and efficient enforcement. These improvements lead to a revenue increase from \$3.5M to \$7M in three years.
- Developed a performance management process to manage third party contracts that lead to stronger monitoring and increased accountability. The information collected from this process allowed the City to perform analytics to determine the return on investment.

Community and economic development

- Incentivized the creation of over 2,200 housing units, created and retained over 4,000 jobs and leveraged public funds to attract \$1 billion in private investment.
- Led efforts to revise the land based code for the City of Cincinnati to include smart growth strategies centered on transit-oriented developments, including leveraging the

investment of the Cincinnati Streetcar to incentivize transit-oriented development along the alignment.

- Managed process to select master developer for the mixed-use office, retail, residential and parking development supporting Cincinnati's medical, research and innovation corridor.
- Led a comprehensive review of the City's incentive policies to support the development of vibrant neighborhoods and to create economic and fiscal benefits for the City of Cincinnati.



Raj Shelat

Director

KPMG LLP
1660 International Drive
McLean, VA 22102

Tel 703-286-6706
Fax 703-563-9345
Cell 410-908-1252
rajshelat@kpmg.com

Function and specialization

Program/Project management and oversight, independent verification and validation, strategic planning, performance measurement, process improvement, organizational review, and business continuity consulting services to state and local governments.

Representative clients

- Department of Homeland Security
- District of Columbia Government
- Commonwealth of Virginia
- State of Florida Government
- City of Atlanta

Professional associations

- Project Management Institute

Education, licenses & certifications

- Bachelors in Civil Engineering
- Masters in Environmental Engineering
- Masters in Finance and International Business
- Project Management Professional (# 552260)
- FINRA Licenses – Series 79 and Series 63

Project Management Lead

Background

Mr. Shelat is a director in KPMG's Infrastructure practice based in Washington DC metro area. He is a certified Project Management Professional (PMP) with more than 20 years of experience in program and project management support covering all aspects of the project lifecycle. His project management experience includes project planning, developing functional and technical requirements, project cost and schedule monitoring, performing process redesign, organizational and management reviews, and performing business continuity planning. Raj has successfully led program/project management office (PMO) implementation for various government agencies.

Professional and industry experience

Raj specializes in managing large scale consulting engagements covering capital improvement program planning, innovative service delivery models and funding strategies, program management, business process improvement, information technology assessment and integration, and financial analyses for public sector agencies. He has successfully developed comprehensive roadmaps for smart cities initiative and has actively managed mission-critical projects for public sector agencies. Raj brings extensive knowledge and experience of managing high-profile projects with substantial public significance for a wide range of government organizations.

United States Trade and Development Agency – India Smart Cities Initiative

Assisting USTDA and the cities of Ajmer (State of Rajasthan, India) and Allahabad (State of Uttar Pradesh, India) in master planning activities; identifying potential barriers to project implementation; assessing smart city project procurement and financing options; and recommending solutions to integrate urban infrastructure systems, including but not limited to, ICT; intelligent transportation; smart utilities (energy, water and waste management); emergency management and resiliency, e-governance, and e-citizen services to achieve smart city planning and infrastructure development objectives.

United States Trade and Development Agency – Vizag Smart City Project

Assisting USTDA and the Government of Andhra Pradesh, India to lay the groundwork for the development of Visakhapatnam (Vizag) into a smarter city. Major activities include the development of a baseline, vision and high-level Smart City framework plan to provide a sound conceptual framework and roadmap for the identification, preparation and funding of Smart City projects. Screening and prioritizing candidate Smart City infrastructure projects and preparing prefeasibility analyses for selected high-priority projects from institutional, financial and procurement perspectives.

United States Trade and Development Agency – GAGAN Project

Assisting Airport Authority of India (AAI) to prepare a business case for promotion of the GPS Aided Geo Augmented Navigation system (GAGAN)—jointly developed by the Airports Authority of India (AAI) and the Indian Space Research Organization (ISRO). The GAGAN system is a Satellite-Based Augmentation System (SBAS) that complements the capability of the existing Global Navigation Satellite System (GNSS) by providing reference signals that have greater accuracy and integrity compared to GPS. The project promotes the utilization of GAGAN in the aviation sector within India and ten neighboring countries primarily the South Asian Association for Regional Cooperation (SAARC) and South East Asian countries.

City of Atlanta – Operations Review

Managed a comprehensive review of the City of Atlanta Bureau of Management Information Systems' operation and technology infrastructure. The Bureau is responsible for managing the City's information technology infrastructure and providing IT support services on a citywide basis. The purpose of the study was to evaluate the Bureau's organization structure, technology infrastructure, types and levels of technology support services provided, and operations of a centralized "Help Desk" center. Recommendations for improvement were identified for enhancing technology support services, service level agreements (SLAs), technology procurement process, technology standards, disaster recovery plan, and equitably allocating cost-of-services for IT support services among the user groups.

Michigan Department of Transportation – Enterprise Asset Management System

Currently assisting MDOT to procure and implement an Enterprise Asset Management System (EAMS) and related activities. The project includes developing business and technical requirements for an EAMS, specifying data needs for asset management, assessing the current business processes and preparing a Gap Analysis, reviewing asset inventory and conditions, determining data needs, type and content and providing advice regarding data collection and management considerations. The project included the procurement planning, including drafting RFI and RFP documents, evaluation criteria, performance specifications and other supporting documents.

USCIS – E-Filing System Project Management Office

Provided IT Program Management support services to the US Citizenship and Immigration Services (USCIS), a component agency of the Department of Homeland Security, for an Electronic Filing (e-Filing) project. Program Management activities include planning and coordinating system modifications; defining technical and functional requirements; preparing logical data modeling and application designs; managing system development, testing, deployment, and operational readiness activities; developing test cases and scenarios; managing system change requests; developing all SDLC deliverables for the E-

Filing system. Primary responsibilities include coordinating SDLC activities with the Application Development Team, Strategic Plan Team, Office of Information Resource Management (OIRM), Certification and Accreditation (C&A) Team, and Architecture Test and Evaluation (AT&E) Team; monitoring application performance; and developing Memorandum of Understanding and Service Level Agreements between USCIS, a component of the Department of Homeland Security, and other Federal agencies. Project is conformed to CMM Level 3 Fast-Track.

USCIS – Biometrics Project Management Office

Led IT Program Management Office (PMO) for the USCIS' Background Check Service (BCS) and Biometric Storage System (BSS) projects. BCS is designed to handle, track, and store background check requests and results for USCIS benefit applicants. BSS is designed to store and reuse benefit applicants' biometric and biographic information. Both applications include feature-rich user interfaces and will improve the identity management process by reducing operating costs and improving existing business processes. Responsibilities include project management, analysis of existing business processes, designing To-Be processes, writing Standard Operating Procedures and training manuals, evaluating biometric and technical solutions/vendors, coordination with other stakeholders including external agencies, and the development of SDLC documentation from inception through implementation.

State of Florida – Department of Transportation

Managed an organization and operation review of the Florida Department of Transportation to identify opportunities for improving the Department's operation and enhancing the quality of services provided by the Department, its management and employees. The project evaluated FDOT's organizational structure, business functions, and service-delivery processes to assess the Department's readiness for effectively meeting the changing economic and demographic development patterns in Florida; estimated potential impacts of technology and new economy (e-commerce – B2B and B2C transactions) on the future transportation revenue streams (e.g., gasoline tax, highway tolls, etc.) and their residual effects on the Department's capital improvement program funding on a short-term and long-term basis.



Sandeep Sandhu

Senior Associate

KPMG LLP
1801 K Street NW
Suite 1200
Washington, DC 20006

Phone: (202) 533-7028
sandeepsandhu@kpmg.com

Education, licenses & certifications

- BA – Mathematics & Statistics, Columbia University

Additional Resources

Background

Sandeep is a Senior Associate based out of the DC office. He brings over two years of experience providing strategic, commercial, financial and asset optimization services to public and private sector entities on surface transportation, airport, port, social infrastructure, water and wastewater, energy and resiliency projects.

Select project experience

- **Miami-Dade County Internal Services Department – Civil and Probate Courthouse:** Advising Miami-Dade County in the development of the new civil and probate courthouse and advised the County Assisted in analysis of potential public and private delivery options, funding sources and financing structures as well as value-capture strategies.
- **Florida Department of Transportation (FDOT) – Miami Intermodal Center (MIC):** Maintains the financial model for FDOT on a \$2.1 billion development of the largest intermodal complex in the U.S. to support the TIFIA Loan debt service payments based on a cash sweep loan structure, provides stress testing scenarios for rating agencies and assists FDOT in developing an annual plan update for FHWA. The finance plan incorporated \$533 million of TIFIA loans and more than a dozen separate local, state, federal, and private funding sources.
- **Los Angeles World Airports (LAWA) – Automated People Mover (APM) & Consolidated Rental Car Facility (CONRAC) Projects:** Advised LAWA on the procurement of a DBFOM concession for the \$2.0 billion+ APM and \$800 million+ CONRAC projects as part of LAWA's Landside Access Modernization Program at Los Angeles International Airport (LAX) and developing the financial plan as well as advising on procurement and transaction structure and participating in negotiations with potential partners and stakeholders.
- **Empire State Development (ESD)/Moynihan Station Development Corporation (MSDC) – Empire Station Complex:** Advised ESD/MSDC in the redevelopment of the James A. Farley Post Office Building into Moynihan Station, which will serve as the new home of Amtrak in New York City and begin to address space constraints for intercity and commuter rail passengers by redeveloping Penn Station. The project's two main components are the conversion to a world class intercity rail station for Amtrak and the development of associated on and off-site real estate in order to help fund the train hall and surrounding public infrastructure improvements. Assisted in financial plan development, analysis of potential public and private delivery options and financing and value capture strategies, and negotiations with potential partners and stakeholders.



Noelle Herring

Senior Associate

KPMG LLP
1801 K Street NW
Washington, DC 20006

Tel 617-988-1000
Cell 858-945-8752
nherring@kpmg.com

Function and specialization

Noelle is a member of KPMG's Infrastructure Advisory Practice, specializing in Smart City strategy, project procurement, project delivery analysis, and project finance.

Representative clients

- DDOT
- USAID India Smart Cities
- BrightSource Energy

Professional associations

- American Society of Civil Engineers
- WTS: Advancing Women in Transportation

Languages

- English
- Chinese (Mandarin)
- Farsi

Education, licenses & certifications

- MS, Stanford University, Management Science and Engineering
- MS, Stanford University, Civil and Environmental Engineering
- BS, Stanford University, Energy and Infrastructure Engineering
- BS, Stanford University, East Asian Studies (with Honors)

Additional Resources

Background

Noelle is a Senior Associate in KPMG's Infrastructure Advisory practice in Washington DC with experience in infrastructure strategic planning, project procurement, project delivery analysis, and project finance. She has a strong background in global infrastructure trends, including extensive research projects in Europe, Asia, and the Middle East. Noelle's current and past clients include leading entities in construction and infrastructure industries.

Professional and industry experience

Noelle has substantial experience coordinating infrastructure advisory engagements with a focus on project procurement, contracting, funding, and financing strategies.

District of Columbia Department of Transportation / Office of P3s

- Providing strategic, commercial, and financial advice to the District to help assess the existing street lighting system's energy and O&M costs, capital cost requirements, and the requirements to upgrade the system, including LED conversion and Smart City technologies
- Reviewing the business case for different payment mechanism strategies to support a performance-based contract

California High Speed Rail Authority

- Analyzing expenditures associated with ROW acquisition and developing budget tracking mechanisms to determine causes of cost overruns and inform forward-looking decision-making processes
- Testing the reasonableness of forward-looking ROW budget and schedule goals in-line with past expenditure reports

BrightSource Energy

- Developed financing strategy and prepared investment memos for greenfield solar projects in Xinjiang and Qinghai Provinces
- Organized business plan for West China concentrated solar power projects that aligned with national and provincial 5-year plans
- Coordinated government and industry stakeholders to gauge project interest and connect interested project participants

Debt Capital Markets Issuance and Advisory

- Involved in \$2+bn of bond issuances, including debt IPOs and foreign denominated debt IPOs; advised on timing, tranche, and syndication strategies

Attachment 3 - Detailed case studies*

**Area 1: Organizational Design, Area 2: Human Resource Policy, Area 5: Leadership, Area 6: Executive Coaching
Bristol Myers Squibb**

<p>Role: Strategic Advisor</p>	<p>Background Bristol Myers Squibb (BMS) researches, develops, manufactures, and sells prescription pharmaceuticals in several therapeutic areas including cancer, HIV/AIDS, cardiovascular disease, diabetes, hepatitis, rheumatoid arthritis and psychiatric disorders. The company’s 25,000 employees work in over 50 countries. Recently, BMS embarked on a global, enterprise-wide transformation to reduce annual administrative and managerial spending significantly and instead invest spending in research and clinical trials.</p> <p>BMS took initial steps to transform HR beginning in 2014, but recognized significant opportunities remained to streamline and standardize the HR function while improving service to company leaders and employees. Thus, BMS engaged KPMG to complete the future state design and implement the global HR transformation.</p> <p>Approach and services Our work included:</p> <ul style="list-style-type: none"> • Leading the PMO, including building and managing the detailed transformation project plan • Developing standardized, legally compliant global HR processes and BPMs (Business Process Manuals) • Designing and implementing HR service delivery capabilities across the globe • Identifying, planning, and ensuring implementation of improved HR technologies • Planning and supporting global HR policy harmonization • Designing and implementing a comprehensive, global talent acquisition organization • Planning and delivering change management support throughout project duration <p>KPMG established and has managed a collaborative project structure that included BMS HR employees around the globe and promoted personal accountability, provided comprehensive knowledge transfer, and has been driving the successful project implementation.</p>
---	---

**Area 1: Organizational Design, Area 2: Human Resource Policy, Area 5: Leadership, Area 6: Executive Coaching
Newell Brands**

Role:
Strategic Advisor

Background

Newell Brands is a leading consumer products company with 57,000 employees working in 50 countries around the globe. The company launched the global transformation of the HR function in October 2014 to reduce HR cost, improve HR service delivery, and mitigate significant HR risks. The new HR service delivery model and supporting tools and technologies were launched in the Americas on March 1, 2016 and were 95%+ ready to launch within APAC and EMEA. However, Newell Brands acquired another large consumer products company and decided to hold off global implementation of the new HR model until it could restructure and integrate the acquired business. The new HR model is based on leading practices for large global companies and provides a single, standardized platform that can be easily leveraged as the company continues its M&A activities.

Approach and services

Our work included:

- Conducting a comprehensive current state assessment so Newell would understand the existing cost structure and service delivery model
- Designing a comprehensive, leading practice global HR organization
- Building and monitoring a detailed financial business case
- Leading the PMO, including building and managing the detailed transformation project plan
- Developing standardized, legally compliant global HR processes
- Designing and implementing HR service delivery capabilities across the globe
- Designing, developing, and launching a global HR portal and HR self-service capabilities for managers and employees
- Planning and supporting global HR policy harmonization
- Training HR in the new policies, processes, and ways of working
- Planning and delivering change management support throughout project duration

We delivered a successful implementation of the new HR model on time and on budget, exceeding all performance metrics established to monitor the effectiveness, efficiency, and service provided by the new HR organization.

**Area 2: Human Resource Policy, Area 4: Project Management, Area 6: Executive Coaching
Riverside County**

<p>Role: Strategic Advisor</p>	<p>Background The client is interested in new police patrol scheduling which may enable the department to use less people to provide required service hours while controlling overtime usage.</p> <p>Approach and services KPMG built a scheduling model and implemented it in C++ which can generate and evaluate billions of new candidate schedules.</p> <p>KPMG:</p> <ul style="list-style-type: none">• Analyzed the police demand pattern and built models to learn how to align the supply to demand efficiently.• Designed the algorithm to generate schedules which can meet all of the constraints set by the client.• Built smart data structure to speed up the computation by at least 1,000 thousand times compared to the most intuitive method.• Provided the champion schedule among the billions of iterations and delivered the outputs to the client.
---	--

**Area 2: Human Resource Policy, Area 4: Project Management, Area 5: Leadership
Preparation of Policy Document for Smart Cities**

Role:
Strategic, Financial and
Commercial Advisor

Background

Government of Gujarat (GoG) aims to develop a new policy for establishment of smart cities in the state. The policy preparation will take into account existing policies and legislations of the state and the assessment of the necessity for the revision therein or formulation of new ones. These shall be used as the basis for recommendation of concrete and comprehensive policy framework.

Approach and services

KPMG's scope of the assignment includes:

- Planning and Study of existing policies of GoG and Government of India (GoI) and institutional framework
- Stakeholder Consultation and Vision Definition
- Prepare Sector focus strategy
- Prepare the overall draft document/policy
- Share the draft report with concerned stakeholders and get their feedback on the draft report
- Organized workshops / discussion forums so that awareness about smart city can be created among general public and other stakeholders

**Area 2: Human Resource Policy, Area 4: Project Management, Area 5: Leadership
Vizag Smart City Strategy, India**

Role:
Strategic, Financial and Commercial Advisor

Background

The vision that the city of Vizag has for 2020 is to become an economical vibrant, safe and inclusive city providing the best social and physical infrastructure facilities for its residents, businesses and visitors. This will be achieved by providing a clean, healthy and safe environment to all, fostering economic growth and prosperity and providing opportunities for all.

The development of Visakhapatnam Smart City integrates key work streams efforts led by experts in Master planning, ICT, Infrastructure, Transport, Power, Environment, Finance, Procurement, Program Management, Cost-Scheduling, and Legal.

Approach and services

KPMG is involved in:

- Assisting the client by providing end to end advisory support for implementation of the Smart Vizag Project. The scope includes: review the Vizag's Smart City Challenge Proposal and participate in the vision validation process
- Participating in meetings and working group sessions with the Grantee, GVMC, local stakeholders and the Smart City Challenge Proposal team
- Providing input for achieving illustrative goals for economic development and developing infrastructure to support the Proposal Vision
- Documenting the findings and inputs relevant to financial, procurement and institutional aspects of urban development and develop them into a list of proposals for improvement, revision, expansion and/or supplementation of the Proposal Vision

Area 3: Technology

Big Data for improved transit service schedules

Role:

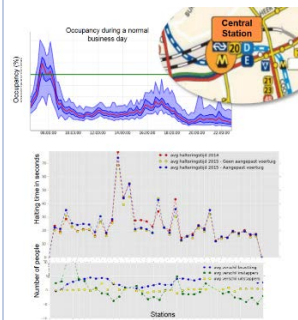
Financial Advisor

Project size:

N/A

Status:

Ongoing



Background

A regional public transport company wanted to use the rider and vehicle data it collects to draw insights about the occupancy of metro's, busses and trams. The regional public transport company sought to use this data to redesign its schedule to better align vehicle and system capacity with variable demand and minimize maintenance needs. The regional public transport company also sought to better understand how variable transit demands affect capacity issues

KPMG helped the public transport company to develop new ways to calculate vehicle occupancy to better design transit system schedules, predict maintenance demands to avoid system delays, and realize the impact of bus stop modifications on halting times.

Approach and services

KPMG data scientists performed the following tasks:

- Coupled one-year of public transport chip card data with vehicle data (EBS)
- Calculated vehicle occupancy on a 'journey-level' basis
- Provided valuable insights for different dimensions (rush hour, holidays, specific stations, shared line segments)
- Through Big Data analytics on the KAVE platform, data was combined, and the occupancy of vehicles was calculated on 'journey-level' and analyzed for different situations (e.g. rush hours during the year, large events, different stations).

As a result of this project, the public transport company now uses 'journey-level' vehicle occupancy for decisions regarding the number of carriages and driving frequency. Additionally, the company realized the impact of vehicle and bus stop modifications on the halting times of vehicles and drew insights from occupancy and 'on-boarding' data to identify specific areas to prioritize network improvements.

Area 3: Technology

Big Data to predict vehicle maintenance demands

Role:

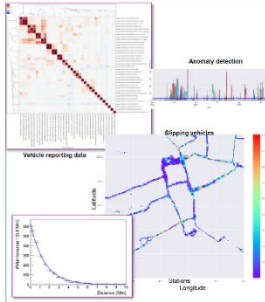
Financial Advisor

Project size:

N/A

Status:

Ongoing



Background

KPMG helped a public transport company use vehicle data inform and prioritize vehicle and system maintenance schedules. The company sought to improve vehicle maintenance predictions to avoid expensive corrective maintenance and equipment failures that directly disrupt transport services.

Approach and services

KPMG's experienced data scientists designed machine learning tools to proactively address maintenance needs through the following activities:

- Gathered data sources, including SAP maintenance data, millions of maintenance notifications, and vehicle system data (bus, tram and metro)
- Applied machine learning tools on KPMG's Big Data platform, KAVE, to draw insights about the impact of vehicle use on maintenance needs and predict the chance of corrective maintenance
- Developed 'anomaly detection' tools to filter large streams data and detect abnormalities
- Developed 'Frequent-item lists' and 'association rules' tools to form data groups data to draw concise insights
- Designed an iterative process to associate vehicle reports with causes of breakdowns and identify necessary maintenance steps
- Demonstrated the added-value of installing sensors in vehicles to determine the location of vehicle slipping and identify areas of roadways or tracks that require improvements to prevent the wearing of vehicle wheels
- KPMG designed tools to predict the necessary corrective maintenance based on the number of kilometers the vehicles travelled, informing maintenance prioritization for the company.

Area 4: Project management California high speed rail authority organization assessment	
<p>Role: Financial Advisor</p> <p>Project size: N/A</p> <p>Status: Ongoing</p>	<p>Background</p> <p>The California High Speed Rail (CAHSR) Authority is developing an 800 mile high-speed train system that will operate at speeds up to 220 mph. Phase one of the system will connect the San Francisco Bay Area, the Central Valley, and the Los Angeles Basin. Future expansion would include Sacramento and San Diego.</p> <p>KPMG was engaged in 2009 to conduct a strategic Organizational Assessment of the CAHSR Authority, considering similar transportation entities in other states or countries to derive organizational leading practices and efficiencies, which might apply to the Authority.</p> <p>In 2011, KPMG was selected as the Authority’s lead strategic and financial advisor for the \$68 billion high-speed rail system. Since then, KPMG has also been assisting the Authority on all aspects of its business planning and procurement, funding and financing strategy.</p> <p>Approach and services</p> <p>KPMG’s services and assistance to the Authority relating to the CAHSR Organizational Assessment included the following:</p> <ul style="list-style-type: none"> — Identified key administrative and operational functions that the Authority will need to perform over the next several years — Provided the Authority with an assessment and recommendations how these functions should be organized, performed, and overseen — Prepared an organizational staffing plan for the Authority — Analyzed revenues, costs, schedules, section development strategies, and procurement and delivery models. Developed funding and financing strategies for Authority’s consideration

**Area 4: Project management
Amtrak Terminal Development Initiative (TDI)**

Role:
Financial Advisor

Project size:
N/A

Status:
Ongoing

Background

KPMG was engaged by Amtrak to provide a broad range of real estate and investment consultancy services required to assist in analyzing and developing actionable alternatives to improve the performance of its nationwide portfolio of real estate assets, foster private investment, generate new revenue streams, and identify opportunities to increase value.

Amtrak initiated the Terminal Development Initiative (“TDI”) to support its updated strategic plan and complement its ongoing master planning process for each station.

Approach and services

As the strategic and financial advisor to Amtrak, KPMG provided services, including the following:

- Collected market data and conducted valuation assessments through comprehensive market research, analysis, third-party interviews, and highest- and best-use analysis
- Conducted feasibility analysis of development and redevelopment options as part of a broader business case study to identify a range of alternatives for asset and revenue generation
- Identified preferred transaction structures by assessing all alternative structures and evaluating financial and strategic implications of each option
- Assisted with implementing a program of TDI projects at each station, including performing more detailed analysis on transaction opportunities, reviewing and commenting on unsolicited proposals received by Amtrak, and assisting with procurement and project delivery strategies for private sector partners across various projects

KPMG assisted Amtrak in taking a comprehensive view of its prior and current initiatives in order to identify opportunities to increase the value of Amtrak’s assets through dispositions, development, redevelopment, repositioning, joint ventures, and other strategic investment structures.

Area 4: Project management
Cost estimate analysis for a light rail extension project

<p>Role: Financial Advisor</p> <p>Project size: N/A</p> <p>Status: Ongoing</p>	<p>Background</p> <p>A local transit agency, local municipality, and a state public transportation agency worked collectively to perform required environmental studies and preliminary engineering for a light rail line extension. The preferred route was a 3.47 mile at grade extension with two bridge structures and two new stations.</p> <p>The Draft Environmental Impact Statement (“DEIS”) estimate for the primary option was published in February 2015 with a total cost of \$356.7 million in year of expenditure (YOE) dollars or \$102.8M per route mile.</p> <p>Approach and services</p> <p>KPMG performed a high level review of the light rail extension’s current project cost estimate, including the following tasks:</p> <ul style="list-style-type: none"> — Performed an initial review of the available documents — Conducted interviews with key transit agency and consultant personnel to refine the analysis — Compared construction costs of this transit agency’s initial light rail line and other comparable light rail projects to assess the extension’s estimated cost — Summarized findings of the review and analysis with observations and recommendations <p>KPMG determined the following:</p> <ul style="list-style-type: none"> — The existing estimate included scope elements that were eliminated from the project, such as acquisition of feeder buses and property — Certain cost components included multiple layers of contingencies, unnecessarily increasing the project estimate — The existing estimate included contingencies for costs that had already been incurred by the project — The estimate did not include escalation related to delays in the project schedule
---	---

**Area 4: Project management
Claims analysis for a light rail extension project**

Role:
Financial Advisor

Project size:
N/A

Status:
Ongoing

Background

This project includes the design, procurement, and construction of a 10-mile segment of a 20-mile long steel-wheeled light rail transit system for a major US metropolitan area. The contract value is approximately \$970 million. KPMG assisted the client in addressing the following concerns:

- The project is a landmark project with challenges for both the transportation authority and the contractor
- Schedule delays due to lawsuits and regulatory challenges led to significant cost growth and design changes

Approach and services

External auditors requested KPMG’s assistance reviewing the cost and schedule performance on contracts executed by a significant engineering, procurement and construction (EPC) audit client. KPMG’s role included:

- Reviewed numerous project documents, the project’s risk management practices, and the adequacy of the project’s contingency
- Assessed the project team’s procedures for developing the estimate to complete (ETC) and estimate at completion (EAC)
- Evaluated the EPC contractor’s affirmative claims against the owner
- Studied critical path method (CPM) schedule trends and delays
- Reviewed the contract price, contract key provisions, change orders, claims, and the critical path method (CPM) schedule
- Validated forecasting processes and procedures
- Conducted a risk management review

KPMG subject matter professionals evaluated contract progress and performance and conducted an independent review and assessment of the EPC contractor’s processes and controls as well as validating losses on the contract supported by interviews, project records, and professional experience from similar projects.

Florida Experience Jacksonville Transportation Authority	
<p>Role: Financial Advisor</p> <p>Project size: N/A</p> <p>Status: Ongoing</p>	<p>Background JTA has indicated a preference to use autonomous vehicle fleet technology as part of a project to replace their current Skyway system, and has engaged KPMG and PTV to help conduct a risk analysis accordingly.</p> <p>Approach and services As advisor for this project, KPMG accomplished the following:</p> <ul style="list-style-type: none">— Conducted an international benchmarking of AV shuttle programs in order to leverage leading practices and lessons learned— Assisted JTA by conducting a risk analysis of the organization and AV readiness with possible mitigating approaches— Provided JTA with salient business options, including how to potentially approach the implementation of autonomous fleet technologies— Conducted risk workshops with JTA leadership and key personnel to hone in on known, and potential risks with the AV program to highlight financial, infrastructure, technology and operational risks

Florida Experience I-4 Ultimate Project

Role:

Financial Advisor

Project size:

\$2.3 billion

Status:

Financial Close

Background

The I-4 Ultimate Project (the Project) is a 21.1 mile greenfield managed lanes toll facility from Orange County to Seminole County and will serve as a primary link to downtown Orlando. The Project entails widening the I-4 to three general use lanes, auxiliary lanes, and two managed lanes in the eastbound and westbound directions. The Florida Department of Transportation (FDOT) will deliver the Project as a design, build, finance, operate and maintain structure with availability payments being made to the private sector concessionaire

FDOT issued an RFQ in March 2013, shortlisted four teams in May 2013, issued the final RFP in October 2013, and selected I-4 Mobility Partners (Skanska and John Laing led consortium) in April 2014 as the top value proposer.

Approach and services

FDOT engaged the KPMG team to act as its financial, strategic and commercial advisor to support the structuring of the Project, development of contract documents and negotiation with bidders and support to reach financial close. KPMG has provided a range of services on the I-4 Ultimate Project, including:

- Development of financial feasibility analysis
- Providing financial analysis in support of procurement activities
- Developing applications for Transportation Infrastructure Finance Innovation Act (TIFIA) and Private Activity Bonds (PABs) allocation
- Developing procurement documents including financial and commercial input to
- Supporting industry forum and one on one sessions with industry
- Supporting FDOT with negotiations with TIFIA office, ratings and potential conduit issues for PABs
- Providing negotiation advice and benchmarking information based on precedents from around the U.S. and internationally

Florida Experience Miami-Dade County Civil Court Facilities	
<p>Role: Financial Advisor</p> <p>Project size: N/A</p> <p>Status: Ongoing</p>	<p>Background Miami-Dade County engaged KPMG to assist in its endeavor to develop a new Civil Court Facility to REPLACE the existing courthouse.</p> <p>Approach and services KPMG is assisting Miami-Dade County to review and analyze court facilities, including:</p> <ul style="list-style-type: none">— Performing feasibility analysis for alternative delivery methods— Developing a value for money analysis— Providing financial advisory services relating to funding options and financing capacity— Conducting a market sounding exercise with potential private bidders to assess demand private investment demand for the project— Assisting with the development of procurement documents— Developing the financial model to support the transaction

**Florida Experience
Tampa Bay Water Reservoir Facility Project**

Role:
Financial Advisor

Project size:
\$150 million

Background

During the 1996 legislative session, the Florida Legislature directed the West Coast Regional Water Authority (Authority) and its member governments (Hillsborough County, Pasco County, Pinellas County, Tampa, St. Petersburg, and New Port Richey) to evaluate the Authority’s operations and make recommendations for improvements. KPMG was retained by the Authority to conduct an objective analysis and present alternatives for establishing a regional water supply entity. The study resulted in the creation of Tampa Bay Water in 1998 after a two-year process that included legislative amendments that changed the name, structure, and the operational model of the West Coast Regional Water Supply Authority. The creation of Tampa Bay Water ended the region’s ‘water wars’ and created a new alliance between the six governments in westcentral Florida: Hillsborough County, Pasco County, Pinellas County, New Port Richey, St. Petersburg and Tampa. Tampa Bay Water is now operating as a special district established by an Interlocal Agreement to supply wholesale drinking water to its member governments who, in turn, provide drinking water to more than 2.5 million people in the greater Tampa Bay region.

Approach and services

KPMG played a critical role in assisting the Authority and its member governments to conduct multiple workshops, develop new governing documents for Tampa Bay Water, including the Interlocal Agreement and the Master Water Supply Contract to supersede existing water supply contracts, and conduct extensive analyses related to water rates, water quality, legal issues, and overall water supply facility assessment. The pinnacle of these efforts was the creation of Tampa Bay Water as the regional water supply authority for the Tampa Bay area.

Michigan Freeway Lighting	
<p>Role: Financial Advisor</p> <p>Project size: N/A</p> <p>Status: Financial Close</p>	<p>Background</p> <p>The freeway lighting system operated by MDOT in the Detroit metro region was operating at approximately 70% service level due to fiscal constraints, multiple incidents of copper theft, vandalism, and a number of operating challenges. This poor level of lighting posed safety concerns, increased risk of traffic accidents, and contributed to the decrease in the overall economic vitality in the region. At the same time, higher-efficiency LED lighting products have become significantly cheaper, which provided an opportunity to realize lifecycle cost savings.</p> <p>Approach and services</p> <p>KPMG was engaged by MDOT to explore the delivery options in support of improving the illumination service level to nearly 100%, enhance motorist safety, reduce theft/vandalism, take advantage of new higher-efficiency LED lighting technology, while addressing the Department’s fiscal constraints.</p> <p>As part of the work KPMG conducted a cost analysis of the existing system, evaluated multiple alternative delivery models, including a Design-Bid-Build delivery by MDOT and a Design-Build-Finance-Operate-Maintain option delivered by a private contractor. Following a rigorous Value-for-Money analysis, MDOT decided to pursue a DBFOM delivery under an availability payment mechanism. KPMG helped structure the procurement, provided drafting input to the commercial and financial terms of the public-private partnership agreement, and supported MDOT through commercial and financial close.</p> <p>Deliverables included procurement options analyses, financial analyses, procurement documentation (RFQ, RFP, evaluation planning), and evaluation support.</p>

Attachment 4 - Required forms

Contact us

Tom Hiddemen

Engagement Lead
+ 1 (214) 293 5167
thiddemen@kpmg.com

Vinay Singh

Engagement Manager
+ 1 (267) 243 3184
vvsingh@kpmg.com

www.kpmg.com

kpmg.com/socialmedia



PROPOSAL RESPONSE FORM – SIGNATURE PAGE**(submit this form with your proposal)**

TO: City of Gainesville, Florida
200 East University Avenue
Gainesville, Florida 32601

PROJECT: Management Consulting (Non-Construction)

RFQ#: CMGR-180051-GD

RFQ DUE DATE: February 8, 2018, 3:00pm Local Time Proposer's Legal

Name: KPMG LLP

Proposer's Alias/DBA: N/A

Proposer's Address: 111 Congress Avenue, #1900, Austin, TX 78701

PROPOSER'S REPRESENTATIVE (to be contacted for additional information on this proposal)

Name: Thomas Hiddemen Telephone Number 214 293 5167

Date: February 8, 2018 Fax Number N/A

Email address thiddemen@kpmg.com

ADDENDA

The Proposer hereby acknowledges receipt of Addenda No.'s 1 (Q&A), _____, _____, to these Specifications.

TAXES

The Proposer agrees that any applicable Federal, State and Local sales and use taxes, which are to be paid by City of Gainesville, are included in the stated bid prices. Since often the City of Gainesville is exempt from taxes for equipment, materials and services, it is the responsibility of the Contractor to determine whether sales taxes are applicable. The Contractor is liable for any applicable taxes which are not included in the stated bid prices.

LOCAL PREFERENCE (check one)

Local Preference requested: YES NO

A copy of your Business tax receipt and Zoning Compliance Permit should be submitted with your bid if a local preference is requested.

QUALIFIED LOCAL SMALL AND/OR DISABLED VETERAN BUSINESS STATUS (check one)

Is your business qualified as a Local Small Business in accordance with the City of Gainesville Small Business Procurement Program? (Refer to Definitions) YES NO

Is your business qualified as a Local Service-Disabled Veteran Business in accordance with the City of Gainesville Small and Service-Disabled Veteran Business Procurement Program? (Refer to Definitions) YES NO

**ADDENDUM NO. 1**

Date: February 1, 2018

Bid Date: February 8, 2018
at 3:00 P.M. (Local Time)

Bid Name: Management Consulting (Non-Construction)

Bid No.: CMGR-180051-GD

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary.

Please find attached:

- a) Copy of the black out period information (Financial Procedures Manual Section 41-423 Prohibition of lobbying in procurement matters) distributed during mandatory pre-bid meeting.

The following are answers/clarifications to questions received on or before 3:00pm January 25, 2018:

1. Question: As an RFQ, we plan to provide a representation of the subject matter experts in our stable. Are we required to utilize the staff we propose, and if not, what is the process for approval of additional staff once a project is defined?

Answer: No; the City is open to varying resources based on the project needs at the time. Please share the resumes of your associates or those persons that will work on the project.

2. Question: What is the latest version of the strategic plan and is it available online? If so, what is the URL?

Answer: Information pertaining to Gainesville's most recent strategic framework (i.e., strategic plan), including the three phase process that led to its development, is described at:
<http://www.cityofgainesville.org/CityManager/StrategicPlanning/CityStrategicPlan.aspx>

Additionally, a link the strategic framework one-pager can be found directly at:
<http://www.cityofgainesville.org/Portals/0/openGNV/Framework%20One-Pager%20-%20for%20prezi.pdf>.

Please note that this framework presents guiding questions for the city to continually align projects, processes and organizational resources. This is not intended to be a strategic plan in the typical "mission, vision, values, objectives" format.

3. Question: What is the general criteria for onsite work for the potential projects covered by this RFQ
Answer: Please see number 4.

4. Question: Does City of Gainesville encourage and/or permit virtual work tools for meetings and presentations (e.g., WebEx or GoToMeeting)?

Answer: Yes

5. Question: When was the last time the City of Gainesville conducted a review and update of their Human Resource policies?

Answer: This effort has been continuous since 2003, including a comprehensive rewrite that began in 2009. We've found that policies in general are fragmented and in some instances, silent, unclear and/or confusing, inconsistent or outdated relative to changing workplace practices/regulations, market and employee needs.

6. Question: Are there any areas of particular concern regarding Human Resource policies?

Answer: Policies in general are fragmented and in some instances, silent, unclear/confusing, inconsistent or outdated relative to changing workplace practices/regulations, market and employee needs

7. Question: What is the current approval process and structure for policy governance (i.e., how are policies approved)?

Answer: Policies are developed, reviewed and approved, through the department who owns the policy, reviewed as to form and legality with the City Attorney's office, escalated to the City's Charter Officers for review and approval, and when necessary, final approvals are decided on by the elected body consisting of the City Commission and Mayor.

8. Question: Does the City currently outsource any of the IT operations?

Answer: Yes

9. Question: In reference to the statement that Gainesville is not a tourist destination, what primary sources of revenue for the City

Answer: The primary source of revenue for the city is the general fund which is generated through property values, etc.

10. Question: Are there examples to further describe the expectations of a "citizen-centered" City?

Answer: The most comprehensive resources that describe our citizen centered efforts include the following materials:

- a. The Blue Ribbon Report found at:
<http://www.cityofgainesville.org/Portals/0/clerk/CityComm/BlueRibbonReport.pdf>
- b. A Fast Company Magazine article, available at:
<https://www.fastcodesign.com/3065107/how-one-florida-city-is-reinventing-itself-with-ux-design>
- c. The city's citizen centered microsite, available at:
www.gainesvillecitizens.org

11. Question: When was the last time you had a Management Consulting study?

Answer: Over the years, consultants have been brought in for certain departments if needed. We are not aware of an overarching management consultant study that has been conducted for the overall organization in recent years.

12. Question: Did a consultant perform this study? If so, who was the consultant and at what professional fee structure?

Answer: See response to question 11. Fees and fee structure have varied based on the services needed at that time.

13. Question: Is there a preference for using a firm that can complete all areas vs. a firm that is bidding on only a few areas of the project?

Answer: We are open to any proposal whether it includes all services or a few areas as outlined in the RFQ.

14. Question: Do you have a timeline needed for completion?

Answer: This is dependent on the project and would be defined by determining what resources are available, the prioritized need for the work and the timeline the City and consultant agree upon. In some cases it is possible to request that services be expedited

15. Question: Do you have a project budget range for this project or these project areas?

Answer: We are developing a budget range for the various projects. This will be dependent on the department's available funding and the project need

16. Question: Will a company's Acord Form, Certificate of Liability Insurance, provide the City with proof of required insurance?

Answer: Acord Form, COI is acceptable

17. Question: Areas 2, 5 & 6 seem to have common threads; will the City consider merging into one?

Answer: Yes, the City will consider merging various subject areas.

18. Question: What is the meaning of Area 5 - Leadership? Does this refer to cutting-edge / innovative citizen-centered strategies or, more literally, the city's leadership and office leadership?
- Answer: We are interested in proposals on either topic. There is a need for leadership development programs, particularly in the areas of management and executive coaching.
19. Question: Is the Leadership area during implementation?
- Answer: Yes. This bid is intended to encompass a series of projects depending on the City's needs at that point in time. The specific project and implementation timelines will be defined dependent on the department or organization's needs.
20. Question: Will consultant have the ability to identify new gaps and blend into an existing area?
- Answer: Yes. We welcome any feedback the consultant would provide and we would remain open to discussing suggested solutions.
21. Question: If consultant bids for one or less than all areas, how does the city plan to project manage multiple consultants? e.g. Governance structure?
- Answer: Consultants are going to be awarded to be in a pool of consultants that will be individually selected as needed by the City on a per project basis. Consultants will work with the department that has requested their assistance. This will be dependent on the department's available funding and the project need.
22. Question: How will the Smart City Lab with the University of Florida be intertwined into each area?
- Answer: The Lab will be staffed by personnel from both the City and University. The Lab will be the vehicle by which the City and University conduct joint research into smart city technologies and policies.
23. Question: Will ongoing City projects be folded into the consulting services by area or will only new tasks, jointly developed with the consultant and city be in scope?
- Answer: This could be current and existing projects or new projects as determined by the City's prioritized needs and funding availability. Please refer to the RFQ.
24. Question: Would consultant be excluded from any new projects coming out of this engagement, e.g. AV/EV strategy requirement?
- Answer: No

25. Question: What is the fee estimate?
Answer: The fee estimate is under development at this time.
26. Question: What is the expected contract duration for each area?
Answer: The expected contract duration will be determined at the time a department selects a vendor
27. Question: What is the procurement type?
Answer: This is a Request for Qualifications
28. Question: Will PM role apply to all areas in the RFQ? Other projects to be determined at a later date, e.g. Smart City Lab with the University of Florida?
Answer: I do not foresee us procuring PM services for projects in the Smart City Lab.
29. Question: If we have more than one respondent identified for an area should we blend the rate or just list separately?
Answer: Blending is acceptable.
30. Question: Is there a page limit?
Answer: No, however, responses should be kept as concise as possible.
31. Question: Our understanding is that the “Projected award date” refers to the timeframe in which respondents will be informed that they have been selected by the City to contract for Management Consulting Services. Can you provide additional timeline details for the “Projected award date” at this time?
Answer: The projected award date is April, 2018.
32. Question: How much lead/response time does the City anticipate allotting to qualified contractors to respond to the specific project following selection of qualified contractors?
Answer: The city is willing to determine lead time during the negotiations process.
33. Question: Of the six management areas outlined, which one does the following bullet point apply to – ‘Management or strategy consulting, including strategy implementation and execution’?
Answer: The bullet point applies to consulting, implementation, and implementation as determined during contract negotiations.
34. Question: In Section K. the City states four (4) areas in which the City will be responsible to work with the selected consultant(s). Will the City also be able to make staff available for a

specific project (or projects) to serve in roles that might be typically supported by City staff – such as participating on a Steering Committee, or serving as a Subject Matter Resource (SMR) to assist with validating and/or reviewing the project approach and deliverables?

Answer: Yes

35. Question: Given that the RFQ process as described is intended to assist the City in selecting qualified firms or individuals - and that there would be a subsequent effort to negotiate a contract or contracts with firms or individuals that the City selects - in our response we would provide proposed project staff who represent the qualifications and related experience required for the scope of the corresponding requested services. Final determination of the actual staff to be assigned to a project or projects would be confirmed as part of contract negotiations, as the timeframe in which a negotiated contract would begin is not yet determined, and staff availability may change accordingly.

In turn, if proposed project staff is not fully available during the timeframe of a negotiated project, we would make the effort to include those staff as Subject Matter Resources (SMRs) wherever possible and appropriate. **Please confirm that this approach will meet the requirements of RFQ No. CMGR-180051-GD.**

Answer: Yes as long as project staff is listed in the RFQ

36. Question: “D3. Consultant’s firm shall provide a Dun & Bradstreet report to the city or some other acceptable means for the City to evaluate the firm’s financial stability and reliability.” Is this to be provided with the qualifications or after consultant selection?

Answer: Yes

37. Question: “D4. Consultant’s firm shall provide proof of insurance in a form acceptable to the City, which give the City 30 days’ written notice (except the City will accept ten (10) days’ written notice for non-payment) prior to cancellation or material change in coverage, in the amounts as noted below:” Is this to be provided with the qualifications or after consultant selection?

Answer: After consultant selection

38. Question: “D6. Consultant’s firm shall provide updated contact information for all clients served within the past three (3) years who were provided with the same management consulting services covered under the Statement of Qualifications being submitted.” We have conducted 190 projects within the last three years in the areas on which we are proposing. We will be happy to list the clients. For how many do you want contact information?

Answer: Please provide 3-5 reference of similar management consultant requirements.

39. Question: “A copy of the consultant’s current Florida Professional Registration Certificate must be provided. If the consultant is a corporation, it must be chartered to conduct business in Florida.” Is this to be provided with the qualification or after consultant selection?

Answer: Yes with the qualification

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: KPMG LLP

A handwritten signature in black ink, appearing to read "Tom Hiddeman", with a long horizontal flourish extending to the right.

BY: Thomas Hiddeman, Engagement Manager, Advisory Managing Director

DATE: February 8, 2018

CITY OF _____
GAINESVILLEFINANCIAL SERVICES
PROCEDURES MANUAL**41-424 Prohibition of lobbying in procurement matters**

Except as expressly set forth in Resolution 060732, Section 10, during the black out period as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees except the purchasing division, the purchasing designated staff contact. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

Lobbying means when any natural person for compensation, seeks to influence the governmental decision making, to encourage the passage, defeat, or modification of any proposal, recommendation or decision by City Officials and Employees, except as authorized by procurement documents.



SUMMARY OF INSURANCE

We hereby confirm that the following described insurance is in force as at the date hereof:

Type of Insurance:	Professional Indemnity Insurance
Name of Assured:	KPMG LLP (USA)
Policy No:	FIP0008207 12
Insurer:	North American Capacity Insurance Company 650 Elm Street Manchester, NH USA 03101-2524
Period:	12:01 a.m. June 1, 2017 to 12:01 a.m. June 1, 2018
Limit:	USD 1,000,000 (annual aggregate)
Geographical Limitation:	Worldwide Coverage

It is the Insurance Policy between the Assured and the Insurer that establishes the terms, conditions and exclusions of the insurance. The limit shown is as requested. A retention may apply as per Insurance Policy terms and conditions. This document is issued as a matter of information only. It does not amend, extend or otherwise alter any of the coverage terms, conditions or exclusions of the Insurance Policy, nor does it confer any rights upon the person or organization to whom it is issued. Any amendment, change or extension of the Insurance Policy can only be effected by specific endorsement attached thereto.

For the avoidance of doubt, this document is issued by us at the request of the Assured and not as agent for the Insurer.

To: The City of Gainesville Florida
200 East University Avenue, Room 339
Gainesville, Florida 32601

Dated: February 5, 2018

Signed: *Aon Risk Services Northeast, Inc.*

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/02/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER MARSH USA, INC. 20 CHURCH STREET, 8TH FLOOR HARTFORD, CT 06103	CONTACT NAME: PHONE (A/C, No. Ext): _____ FAX (A/C, No): _____ E-MAIL ADDRESS: _____														
S02455-DNU-DNU-17-18	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: center;">NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : Hartford Fire Insurance Co</td> <td style="text-align: center;">19682</td> </tr> <tr> <td>INSURER B : Hartford Underwriters Insurance Company</td> <td style="text-align: center;">30104</td> </tr> <tr> <td>INSURER C : N/A</td> <td style="text-align: center;">N/A</td> </tr> <tr> <td>INSURER D : Trumbull Insurance Company</td> <td style="text-align: center;">27120</td> </tr> <tr> <td>INSURER E : N/A</td> <td style="text-align: center;">N/A</td> </tr> <tr> <td>INSURER F : Twin City Fire Insurance Company</td> <td style="text-align: center;">29459</td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Hartford Fire Insurance Co	19682	INSURER B : Hartford Underwriters Insurance Company	30104	INSURER C : N/A	N/A	INSURER D : Trumbull Insurance Company	27120	INSURER E : N/A	N/A	INSURER F : Twin City Fire Insurance Company	29459
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A : Hartford Fire Insurance Co	19682														
INSURER B : Hartford Underwriters Insurance Company	30104														
INSURER C : N/A	N/A														
INSURER D : Trumbull Insurance Company	27120														
INSURER E : N/A	N/A														
INSURER F : Twin City Fire Insurance Company	29459														
INSURED KPMG LLP Three Chestnut Ridge Road Montvale, NJ 07465															

COVERAGES **CERTIFICATE NUMBER:** NYC-010136561-08 **REVISION NUMBER:** 10

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: _____			02C R22015	10/01/2017	10/01/2018	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 5,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A B	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			02 AB R22010 (AOS) 02 AB R22011 (HI)	10/01/2017 10/01/2017	10/01/2018 10/01/2018	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED _____ RETENTION \$ _____						EACH OCCURRENCE \$ AGGREGATE \$
D F	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	02 WN R22016 (AOS) 02 WBR R22017 (WI)	10/01/2017 10/01/2017	10/01/2018 10/01/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Work Comp - Partners Excluded except in the state of California

CERTIFICATE HOLDER

CANCELLATION

	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE of Marsh USA Inc. Craig A. Parrow

DRUG FREE WORKPLACE FORM

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

KPMG LLP

does:

(Name of Business)

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

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

Tom Hiddemen

Bidder's Signature



2/8/2018

Date

Attachment A – HOURLY RATES

Complete the rate chart below for services offered. If a company is proposing more than one service, please complete a rate chart for each service offered.

AREA 1 – ORGANIZATIONAL DESIGN

Respondent's Name: KPMG LLP

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$ <u>595</u>	\$ <u>515</u>	\$ <u>425</u>	\$ <u>340</u>	\$ <u>N/A</u>

AREA 2 – HUMAN RESOURCE POLICY

Respondent's Name: KPMG LLP

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$ <u>439</u>	\$ <u>414</u>	\$ <u>375</u>	\$ <u>309</u>	\$ <u>N/A</u>

AREA 3 – TECHNOLOGY (INFORMATION, DATA COLLECTION, CITIZEN ENGAGEMENT, ETC.)

Respondent's Name: KPMG LLP

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$ <u>385</u>	\$ <u>345</u>	\$ <u>295</u>	\$ <u>235</u>	\$ <u>N/A</u>

AREA 4 – PROJECT MANAGEMENT

Respondent's Name: KPMG LLP

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$ <u>595</u>	\$ <u>515</u>	\$ <u>425</u>	\$ <u>340</u>	\$ <u>N/A</u>

AREA 5 – LEADERSHIP

Respondent's Name: KPMG LLP

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$ <u>595</u>	\$ <u>515</u>	\$ <u>425</u>	\$ <u>340</u>	\$ <u>N/A</u>

AREA 6 – EXECUTIVE COACHING

Respondent's Name: KPMG LLP

Job Title	Principal	Senior Consultant	Consultant	Junior Consultant	Program & Administrative Support
Hourly Rate	\$ <u>439</u>	\$ <u>414</u>	\$ <u>375</u>	\$ <u>309</u>	\$ <u>N/A</u>

LIVING WAGE COMPLIANCE

See Living Wage Decision Tree (Exhibit C hereto)

Check One:

- Living Wage Ordinance does not apply
(check all that apply)
 - Not a covered service
 - Contract does not exceed \$100,000
 - Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
 - Located within the City of Gainesville enterprise zone.
- Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

SIGNATURE ACKNOWLEDGES THAT: (check one)

- Proposal is in full compliance with the Specifications.
- Proposal is in full compliance with specifications except as specifically stated and attached hereto.

Signature also acknowledges that Proposer has read the current City of Gainesville Debarment/Suspension/Termination Procedures and agrees that the provisions thereof shall apply to this RFP.

ATTEST:

Linda L. Staples

 Signature
 By: _____

Title: Linda L. Staples
Notary Public, District of Columbia
My Commission Expires 7/31/2020

(CORPORATE SEAL)

PROPOSER:

Tom Hiddemen

 Signature
 By: Thomas Hiddemen

Title: Managing Director



CITY OF GAINESVILLE

CERTIFICATION OF COMPLIANCE WITH LIVING WAGE

The undersigned hereby agrees to comply with the terms of the Living Wage Ordinance and to pay all covered employees, as defined by City of Gainesville Ordinance 020663 as amended at 030168 (Living Wage Ordinance), during the time they are directly involved in providing covered services under the contract with the City of Gainesville for KPMG LLP a living wage of \$11.8269 per hour to covered employees who receive Health Benefits from the undersigned employer and \$13.08 per hour to covered employees not offered health care benefits by the undersigned employer.

Name of Service Contractor/Subcontractor: KPMG LLP

Address: 111 Congress Avenue, #1900, Austin, TX 78701


Phone Number: 214 293 5167

Name of Local Contact Person Thomas Hiddemen

Address: 111 Congress Avenue, #1900, Austin, TX 78701

Phone Number: 214 293 5167

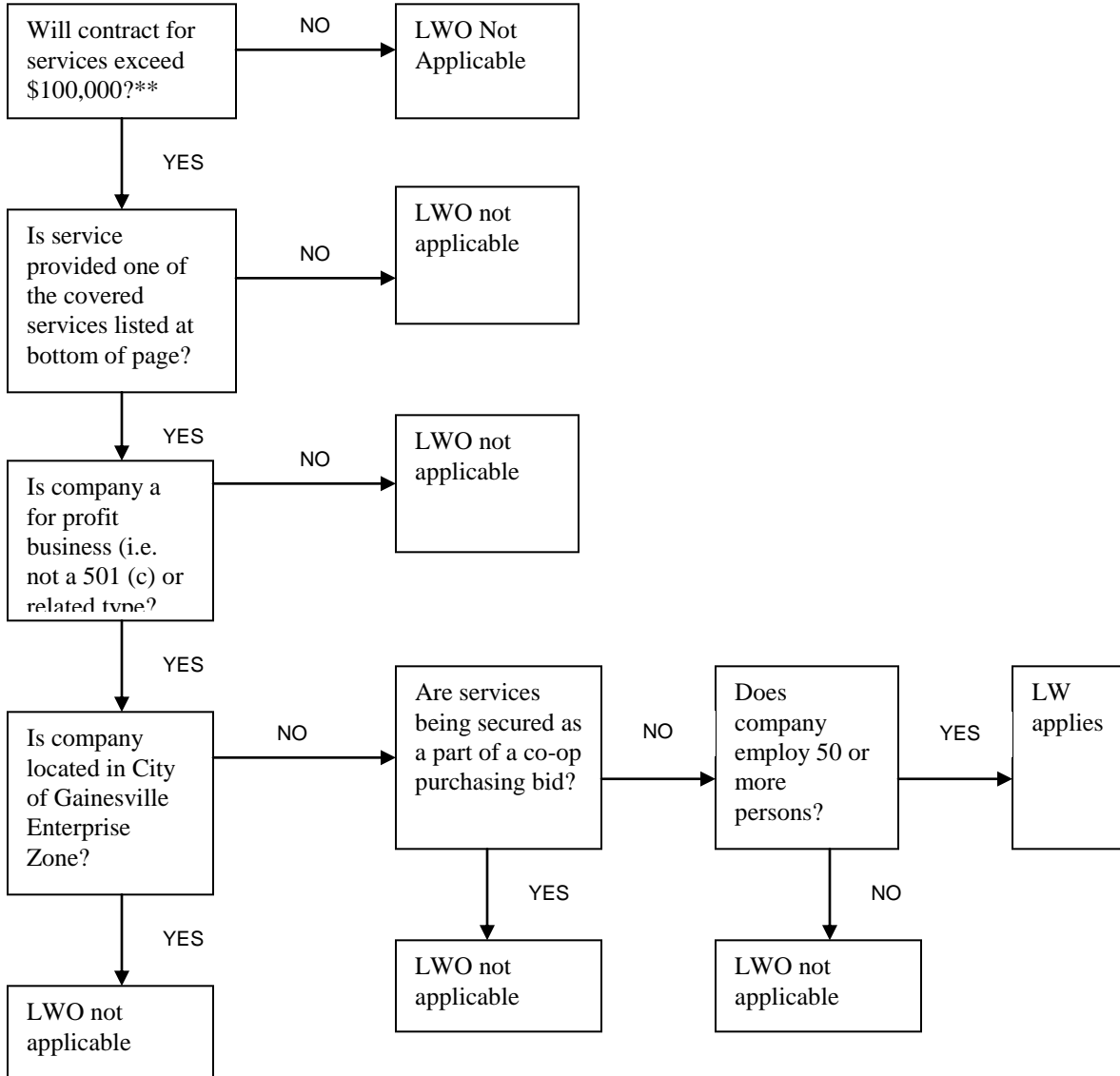
\$ N/A
(Amount of Contract)

Signature: 

Date: Feb 8, 2018 Printed Name: Thomas Hiddemen Title: Managing Director

LIVING WAGE DECISION TREE

While not all encompassing, the following is provided as a guideline for contractors in determining whether the City of Gainesville Living Wage Ordinance applies to their firm in the performance of specified service contracts for covered services* with the City. Contractors are advised to review the entire text of the Living Wage Ordinance in conjunction with this guideline.



***Covered Services:** food preparation and/or distribution; custodial/cleaning; refuse removal; maintenance and repair; recycling; parking services; painting/refinishing; printing and reproduction services; landscaping/grounds maintenance; agricultural/forestry services; and construction services
****Total value of contract.**

LIVING WAGE COMPLIANCE
See Living Wage Decision Tree (Exhibit B hereto)

Check One:

- Living Wage Ordinance does not apply
(check all that apply)
- Not a covered service
 - Contract does not exceed \$100,000
 - Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
 - Located within the City of Gainesville enterprise zone.
- Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

Live Report : KPMG LLP

D-U-N-S® Number: 00-166-7906

Endorsement/Billing Reference: bajones@kpmg.com

D&B Address		Added to Portfolio: 11/30/2007	
Address	345 Park Ave New York, NY, US - 10154	Location Type	Headquarters
Phone	212 758-9700	Web	
Fax	212-872-6234	Last View Date:	01/02/2018
		Endorsement :	bajones@kpmg.com

Company Summary

Currency: Shown in USD unless otherwise indicated

Score Bar

PAYDEX®		71	Paying 14 days past due
Commercial Credit Score Class		3	Moderate Risk of severe payment delinquency.
Financial Stress Score Class		3	Moderate Risk of severe financial stress.
Credit Limit - D&B Conservative		100,000.00	Based on profiles of other similar companies.
D&B Rating		--	Unavailable.

D&B Company Overview

This is a headquarters location

Branch(es) or Division(s) exist Y

Manager	JOHN VEIHMEYER, CEO
Year Started	1994
Employees	24097 (2561 Here)
SIC	8721
Line of business	Accounting/ auditing/ bookkeeping
NAICS	541211
History Status	INCOMPLETE

Detailed Trade Risk Insight™

Days Beyond Terms Past 3 Months

10
Days

Dollar-weighted average of **229** payment experiences reported from **35** Companies

Recent Derogatory Events

	Nov-17	Dec-17	Jan-18
Placed for Collection	-	780 on 1 acct	-
Bad Debt Written Off	-	-	-

FirstRain Company News



This Company is not currently tracked for Company News

Public Filings

The following data includes both open and closed filings found in D&B's database on this company.

Record Type	Number of Records	Most Recent Filing Date
Bankruptcies	0	-
Judgments	0	-
Liens	7	11/14/17
Suits	4	09/20/16
UCCs	345	10/09/17

The public record items contained herein may have been paid, terminated, vacated or released prior to todays date.

Corporate Linkage**Subsidiaries (Domestic)**

Company	City , State	D-U-N-S® NUMBER
EQUATERRA, INC.	HOUSTON , TX	13-436-8609
OPTIMUM SOLUTIONS GROUP LLC	LAFAYETTE , CA	80-766-2135
CYNERGY SYSTEMS INC	HOUSTON , TX	03-620-6504
KPMG CORPORATE FINANCE LLC	CHICAGO , IL	79-366-4561

Subsidiaries (International)

Company	City , Country	D-U-N-S® NUMBER
Kpmg	ISLE OF MAN , UNITED KINGDOM	21-608-8042
KPMG IN EAST AFRICA	Dar-Es-Salaam , TANZANIA	36-596-5966
KPMG International Cooperative	ZUG , SWITZERLAND	48-805-7308
KPMG..	PORT LOUIS , MAURITIUS	55-819-2099
KPMG..	PORT LOUIS , MAURITIUS	55-819-2153
KPMG.	PORT LOUIS , MAURITIUS	55-826-7814
KPMG EXECUTIVE EMPLOYMENT SERVICES W.L.L	, BAHRAIN	55-839-9661
KPMG AFRIQUE CENTRALE	DOUALA , CAMEROON	56-124-2754
KPMG FIJI ISLANDS	MARTINTAR NADI , FIJI	63-118-5225
KPMG FIJI ISLANDS	SUVA , FIJI	63-118-5233
KPMG PEAT MARWICK ASSOCIATES (PVT) LIMITED - CONSULTING	KARACHI , PAKISTAN	64-546-6017
KPMG ASIA PACIFIC LTD	PETALING JAYA , MALAYSIA	65-258-6467
KPMG LIMITED	, THAILAND	66-098-3453
KPMG ADVISORY INDONESIA, PT	Jakarta , INDONESIA	72-656-8855
SIDDHARTA & WIDJAJA	Jakarta , INDONESIA	72-885-4688
M.W ALLWORTH & R.J ASQUINI & J.W BARDSLEY & A DICKINSON & R.H DOHERTY & S.P FARRELL & R.M GARNON & B.P GREIG & C.G HALL & C.L HORN & C.D JORDAN & M.R MCGRATH & D.M MCLENNAN & A.L MULVENEY & others	SYDNEY , AUSTRALIA	75-919-7304
KPMG PAPUA NEW GUINEA	PORT MORESBY , PAPUA NEW GUINEA	76-101-8217
KPMG PEAT MARWICK	AGANA 96910 , GUAM	77-890-3211

KPMG COOK ISLANDS <small>Item #1709151</small>	RAROTONGA , COOK ISLANDS	85-483-2821
KPMG VANUATU	PORT VILA , VANUATU	85-494-4774
Kpmg Netherlands Antilles	Philipsburg , St Maarten	85-635-1403
KPMG West Africa Holding	GEORGE TOWN , CAYMAN ISLANDS	86-437-4863
KPMG Development Services	GEORGE TOWN , CAYMAN ISLANDS	86-440-0416
KPMG Anguila B.W.I.	THE VALLEY , ANGUILLA	86-490-7345
KPMG (BVI) Limited	ROAD TOWN , BRITISH VIRGIN ISLANDS	86-532-0832

This list is limited to the first 25 subsidiaries.

Branches (Domestic)

Company	City , State	D-U-N-S® NUMBER
KPMG LLP	CHICAGO , IL	00-274-6951
KPMG LLP	ROSELAND , NJ	07-947-9976
KPMG LLP	BEVERLY HILLS , CA	00-355-1293
KPMG LLP	HOUSTON , TX	01-079-4303
KPMG LLP	NEWARK , NJ	01-451-3936
KPMG LLP	OKLAHOMA CITY , OK	01-988-2963
KPMG LLP	SAN DIEGO , CA	01-987-5991
KPMG LLP	SAN FRANCISCO , CA	02-001-0666
KPMG LLP	PORTLAND , OR	02-140-9834
KPMG LLP	ROANOKE , VA	02-404-0677
KPMG LLP	CHARLOTTE , NC	02-675-9977
KPMG LLP	STAMFORD , CT	03-049-5709
KPMG LLP	PHILADELPHIA , PA	03-029-9465
KPMG LLP	MELVILLE , NY	03-571-6112
KPMG LLP	MC LEAN , VA	03-520-7807
KPMG LLP	MINNEAPOLIS , MN	03-683-2041
KPMG LLP	FORT LAUDERDALE , FL	03-808-2772
KPMG LLP	ANCHORAGE , AK	04-260-0247
KPMG LLP	SAN JUAN , Puerto Rico	04-340-6404
KPMG LLP	LOS ANGELES , CA	04-441-1544
KPMG LLP	ALBUQUERQUE , NM	04-471-3584
KPMG LLP	BOULDER , CO	04-789-0756
KPMG LLP	DALLAS , TX	04-789-1481
KPMG LLP	SHORT HILLS , NJ	04-985-7758
KPMG LLP	BOSTON , MA	05-178-2969

This list is limited to the first 25 branches.

For the complete list, Please logon to DNBI and view the Dynamic Family Tree Information.

Branches (International)

Company	City , Country	D-U-N-S® NUMBER
KPMG ZAMBIA	Ndola , ZAMBIA	36-596-5958
KPMG MALAWI -BLANTYRE	BLANTYRE , MALAWI	36-671-7648

D&B Viability Rating Summary

The D&B Viability Rating uses D&B's proprietary analytics to compare the most predictive business risk indicators and deliver a highly reliable assessment of the probability that a company will go out of business, become dormant/inactive, or file for bankruptcy/insolvency within the next 12 months. The D&B Viability Rating is made up of 4 components:

3	Viability Score	Lowest Risk:1 Highest Risk:9			
<p>Compared to All US Businesses within the D&B Database:</p> <ul style="list-style-type: none"> • Level of Risk: Low Risk • Businesses ranked 3 have a probability of becoming no longer viable: 3 % • Percentage of businesses ranked 3: 15 % • Across all US businesses, the average probability of becoming no longer viable: 14 % 					
3	Portfolio Comparison	Lowest Risk:1 Highest Risk:9			
<p>Compared to All US Businesses within the same MODEL SEGMENT:</p> <ul style="list-style-type: none"> • Model Segment : Established Trade Payments • Level of Risk: Low Risk • Businesses ranked 3 within this model segment have a probability of becoming no longer viable: 3 % • Percentage of businesses ranked 3 with this model segment: 11 % • Within this model segment, the average probability of becoming no longer viable: 5 % 					
B	Data Depth Indicator	Predictive Data:A Descriptive Data:G			
<p>Data Depth Indicator:</p> <ul style="list-style-type: none"> ✓ Rich Firmographics ✓ Extensive Commercial Trading Activity ✓ Basic Financial Attributes <p>Greater data depth can increase the precision of the D&B Viability Rating assessment.</p>					
G	Company Profile	Financial Data	Trade Payments	Company Size	Years in Business
		Not Available	Available (3+ Trade)	Large	Established
<p>Company Profile Details:</p> <ul style="list-style-type: none"> • Financial Data: Not Available • Trade Payments: Available (3+ Trade) • Company Size: Large (Employees: 50+ or Sales: \$500K+) • Years in Business: Established (5+) 					

Credit Capacity Summary

This credit rating was assigned because of D&B's assessment of the company's creditworthiness. For more information, see the

D&B Rating Key

D&B Rating : --

The blank rating symbol should not be interpreted as indicating that credit should be denied. It simply means that the information available to D&B does not permit us to classify the company within our rating key and that further enquiry should be made before reaching a decision. Some reasons for using a "-" symbol include: deficit net worth, bankruptcy proceedings, insufficient payment information, or incomplete history information.

Below is an overview of the company's rating history since 12-21-2016

Number of Employees Total: 24,097 (2561 here)

D&B Rating	Date Applied
--	12-21-2016

Payment Activity:	(based on 356 experiences)
Average High Credit:	43,590
Highest Credit:	2,000,000
Total Highest Credit:	8,755,150

D&B Credit Limit Recommendation

Conservative credit Limit	100,000
Aggressive credit Limit:	400,000

Risk category for this business : **MODERATE**

The Credit Limit Recommendation (CLR) is intended to serve as a directional benchmark for all businesses within the same line of business or industry, and is not calculated based on any individual business. Thus, the CLR is intended to help guide the credit limit decision, and must be balanced in combination with other elements which reflect the individual company's size, financial strength, payment history, and credit worthiness, all of which can be derived from D&B reports.

Risk is assessed using D&B's scoring methodology and is one factor used to create the recommended limits. See Help for details.

Financial Stress Class Summary

The Financial Stress Score predicts the likelihood of a firm ceasing business without paying all creditors in full, or reorganization or obtaining relief from creditors under state/federal law over the next 12 months. Scores were calculated using a statistically valid model derived from D&B's extensive data files.

The Financial Stress Class of 3 for this company shows that firms with this class had a failure rate of 0.24% (24 per 10,000), which is lower than the average of businesses in D & B's database

Financial Stress Class : 3  (Lowest Risk:1; Highest Risk:5)

Moderately lower than average risk of severe financial stress, such as a bankruptcy or going out of business with unpaid debt, over the next 12 months.

Probability of Failure:

Risk of Severe Financial Stress for Businesses with this Class: **0.24 %** (24 per 10,000)
 Financial Stress National Percentile : **54** (Highest Risk: 1; Lowest Risk: 100)
 Financial Stress Score : **1483** (Highest Risk: 1,001; Lowest Risk: 1,875)
 Average Risk of Severe Financial Stress for Businesses in D&B database: **0.48 %** (48 per 10,000)

The Financial Stress Class of this business is based on the following factors:

UCC Filings reported.
 High number of inquiries to D & B over last 12 months.
 Evidence of open liens
 Low proportion of satisfactory payment experiences to total payment experiences.
 High proportion of past due balances to total amount owing.

Notes:

The Financial Stress Class indicates that this firm shares some of the same business and financial characteristics of other companies with this classification. It does not mean the firm will necessarily experience financial stress.
 The Probability of Failure shows the percentage of firms in a given Class that discontinued operations over the past year with loss to creditors. The Probability of Failure - National Average represents the national failure rate and is provided for comparative purposes.
 The Financial Stress National Percentile reflects the relative ranking of a company among all scorable companies in D&B's file.
 The Financial Stress Score offers a more precise measure of the level of risk than the Class and Percentile. It is especially helpful to customers using a scorecard approach to determining overall business performance.

Norms	National %
This Business	54
Region: MIDDLE ATLANTIC	44
Industry: BUSINESS, LEGAL AND ENGINEERING SERVICES	52
Employee range: 500+	61
Years in Business: 11-25	68

This Business has a Financial Stress Percentile that shows:

- Lower risk than other companies in the same region.
- Lower risk than other companies in the same industry.
- Higher risk than other companies in the same employee size range.
- Higher risk than other companies with a comparable number of years in business.

Credit Score Summary

The Commercial Credit Score (CCS) predicts the likelihood of a business paying its bills in a severely delinquent manner (91 days or more past terms).

The Credit Score class of 3 for this company shows that 5.8% of firms with this class paid one or more bills severely delinquent, which is lower than the average of businesses in D & B's database.

Credit Score Class : 3  Lowest Risk:1;Highest Risk :5

Incidence of Delinquent Payment

Among Companies with this Classification: **5.80 %**
 Average compared to businesses in D&B's database: **10.20 %**
 Credit Score Percentile : **50** (Highest Risk: 1; Lowest Risk: 100)
 Credit Score : **499** (Highest Risk: 101; Lowest Risk:670)

The Credit Score Class of this business is based on the following factors:

- Proportion of past due balances to total amount owing
- Increase in proportion of delinquent payments in recent payment experiences
- Evidence of open suits and liens
- Higher risk industry based on delinquency rates for this industry
- Proportion of slow payments in recent months

Notes:

The Commercial Credit Score Risk Class indicates that this firm shares some of the same business and financial characteristics of other companies with this classification. It does not mean the firm will necessarily experience severe delinquency.
 The Incidence of Delinquent Payment is the percentage of companies with this classification that were reported 91 days past due or more by creditors. The calculation of this value is based on D&B's trade payment database.
 The Commercial Credit Score percentile reflects the relative ranking of a firm among all scorable companies in D&B's file.
 The Commercial Credit Score offers a more precise measure of the level of risk than the Risk Class and Percentile. It is especially helpful to customers using a scorecard approach to determining overall business performance.

Norms	National %
This Business	50
Region: MIDDLE ATLANTIC	51
Industry: BUSINESS, LEGAL AND ENGINEERING SERVICES	43
Employee range: 500-38527	84
Years in Business: 11-25	66

This business has a Credit Score Percentile that shows:

Higher risk than other companies in the same region.

Lower risk than other companies in the same industry.

Higher risk than other companies in the same employee size range.

Higher risk than other companies with a comparable number of years in business.

History & Operations

Currency: Shown in USD unless otherwise indicated 

Company Overview

Company Name:	KPMG LLP
Street Address:	345 Park Ave New York , NY 10154
Phone:	212 758-9700
Fax:	212-872-6234
History	Is incomplete
Present management control	24 years

History

The following information was reported: **11/03/2017**

Officer(s):	JOHN VEIHMEYER, CEO HENRY R KEIZER, DEPUTY CHB-COO JACK T TAYLOR, EXEC V CHM OPS HARRY MOSELEY, CIO JIM ROUTH, CIO CHRIS MONTEIRO, CCO COREY MUOZ, CLO
--------------------	--

THE OFFICER(S)

The Delaware Secretary of State's business registrations file showed that KPMG LLP was registered as a Limited Liability Partnership on August 15, 1994, under file registration number 2426621.

Business started 1994 by others as KMG Main Hurdman and 1908 as Peat, Marwick, Mitchell & Co. Business formed by merger of KMG Main Hurdman and Peat Marwick.

RECENT EVENTS :

On January 26, 2017, an inside source stated that KPMG LLP, New York, NY, has acquired substantially all of the assets of Beacon Partners, Inc., Hingham, MA, on May 11, 2015. With the acquisition, Beacon Partners, Inc. ceased to operate as a legal entity and all operations were integrated into the Boston, MA office of KPMG LLP. As part of the transaction, HealthCare Innovative Solutions, Inc., Seville, OH, a subsidiary of Beacon Partners, Inc. also ceased to operate as a legal entity and operations were integrated into KPMG LLP, Boston, MA. Terms of the transaction were undisclosed. Further details are unavailable.

On November 16, 2015, sources stated that KPMG LLP, New York, NY, has acquired the United States tax software and intellectual property, including G2's flagship product, TaxGopher of G2 FT, LLC, d/b/a G2 FinTech, New York, NY, on November 2, 2015. G2 FT, LLC will remain a separate entity with a continuing business post-closing. A majority of G2's development team will join KPMG's Tax Transformation and Technology Practice. Terms were undisclosed.

On September 8, 2015, sources stated that KPMG LLP, New York, NY, has acquired the Human Resources Delivery practice of Towers Watson & Co., Arlington, VA, on August 17, 2015. Terms were not disclosed. Further details are not available.

On July 8, 2015, sources stated that KPMG LLP, New York, NY, through its subsidiary KPMG LLP (UK), has completed the acquisition of Boxwood, London, on June 18, 2015. Further details unavailable.

On June 12, 2015, sources stated that Kpmg LLP, New York, NY, has completed the acquisition of Nunwood Consulting Ltd., Leeds, United Kingdom, on May 15, 2015. Further details are unavailable.

On April 29, 2015, sources stated that KPMG LLP, New York, NY, has acquired the ServiceNow Professional Services Practice of Triad Technology Partners, LLC, on April 21, 2015. Financial terms were undisclosed. Further details are unavailable.

On December 8, 2014, sources stated that KPMG LLP, New York, NY, has acquired p Consulting + Software AG, Frankfurt am Main, Germany, on November 25, 2014. Financial terms were not disclosed. Further details are unavailable.

On November 24, 2014, sources stated that KPMG LLP, New York, NY, has completed the acquisition of the global trade management practice of EntryPoint Consulting LLC, Cleveland, OH, on November 3, 2014. Repeated attempts to contact the management to confirm the recent transaction were unsuccessful. Further details are unavailable.

On October 23, 2014, sources stated that KPMG LLP, New York, NY, and KPMG LLP, London, United Kingdom, have completed the acquisition of certain assets of Qubera Solutions, Inc., Redwood City, CA, on October 2, 2014. Repeated attempts to contact the management to confirm the recent transaction were unsuccessful. Further details are unavailable at this time.

On September 10, 2014, sources stated that KPMG LLP, New York, NY, has completed the acquisition of the Workday Consulting Practice from Axia Consulting, LLC, Columbus, OH, on August 4, 2014. Workday is a provider of enterprise cloud applications for finance and human capital management. Terms of the transaction were not disclosed. Further details are not available.

On August 27, 2014, an inside source stated that KPMG LLP, New York, NY, has completed the acquisition of substantially all of the assets of Rothstein, Kass, Roseland, NJ, on July 1, 2014. With this acquisition, Rothstein, Kass will no longer operate as a legal entity and will now be a branch of KPMG LLP. Terms of the deal were not disclosed. Further details are unavailable.

On July 22, 2014, sources stated that KPMG LLP, New York, NY, has acquired substantially all of the assets of Zanett Commercial Solutions Inc., West Chester, OH, on June 23, 2014. On June 25, 2014, Zanett Commercial Solutions Inc. has changed its name into NN Solutions Ltd. Terms of the transaction were not disclosed. Further details are unavailable at this time.

On May 27, 2014, sources stated that KPMG LLP, New York, NY, has acquired a majority of the assets of BBK Holding Company Inc., Southfield, MI, on May 6, 2014. As part of the transaction, BBK Chief Executive Officer Bill Diehl will join KPMG as co-leader of the firms operational restructuring practice. Financial terms were not disclosed. Further details are unavailable.

On March 13, 2014, sources stated that KPMG LLP, New York, NY, has acquired Cynergy Systems Inc., Baltimore, MD, on March 4, 2014. With this acquisition, Cynergy Systems Inc. will now operate as a subsidiary of KPMG LLP. Terms of the deal were not disclosed. Further details are unavailable.

On January 24, 2014, sources stated that KPMG LLP, New York, NY, has completed the acquisition of Link Analytics LLC, Atlanta, GA, on January 6, 2014. With the acquisition, Link Analytics LLC will now operate as a subsidiary of KPMG LLP. Link Analytics professionals will be integrated into KPMGs advisory business and form a cornerstone of its advanced analytic capabilities. Terms of the transaction were not disclosed. Further details are unavailable.

On March 14, 2013, sources stated that KPMG LLP, New York, NY, has completed the acquisition of the Oracle Enterprise Resource Planning (ERP) practice of The Hackett Group, Inc., Miami, FL, on March 6, 2013. Financial terms will not be disclosed. Further details are unavailable.

On February 15, 2012, sources stated that KPMG LLP, New York, NY, has acquired the U.S. assets of Indirect Tax Managed Services business of Thomson Reuters Corporation, New York, NY, on February 2, 2012. Further details are unavailable.

On October 24, 2011, sources confirmed that KPMG L.L.P., New York, NY, has acquired Optimum Solutions Group LLC, San Francisco, CA, on October 17, 2011. With the acquisition, Optimum Solutions Group LLC will now operate as a subsidiary of KPMG L.L.P. Terms of the transaction were not disclosed. Further details are unavailable.

On April 27, 2011, sources stated that KPMG L.L.P., New York, NY, has eliminated about 100 jobs at its Montvale, NJ, location, on January 21, 2011. The laid off would receive severance and outplacement services to help them find new jobs. Further details are not disclosed.

On April 1, 2011, sources stated that KPMG L.L.P., New York, NY, has acquired EquaTerra, Inc., Houston, TX, on February 22, 2011. With this acquisition, KPMG L.L.P. will operate as a subsidiary of EquaTerra, Inc. Management and employees were retained. Financial terms were not disclosed.

JOHN VEIHMEYER. Currently is chairman and CEO. He previously served as Deputy chairman and COO; partner-in-charge of KPMG's audit practice in Washington/Baltimore and the lead SEC partner and professional practice partner for the mid-Atlantic area. With more than 35 years of experience building and directing high-performing teams and advising some of the worlds leading companies, Veihmeyer is an influential and sought-after voice on business and financial issues.

HENRY R KEIZER. Antecedents are unknown.

JACK T TAYLOR. Previously active as vice chair operations, audit & risk advisory services, where he was responsible for operations and client-service delivery. He joined the firm in Shreveport upon his graduation from Louisiana Tech University, and was named partner-in-charge of that office in 1987.

HARRY MOSELEY. Served as CIO of The Blackstone Group.

JIM ROUTH. He served as chief information security officer at the Depository Trust and Clearing Corporation in New York.

CHRIS MONTEIRO. Served as chief communications and digital marketing officer at MasterCard.

COREY MUOZ,. Served as Vice President of enterprise learning and Chief Learning Officer for TD Bank Group in Toronto, Ontario.

AFFILIATES :

KPMG Baymark LLC, New York, NY. DUNS 879337285. An alliance formed for investment banking in 1995. It pays royalties to KPMG Peat Marwick on revenues derived from the use of KPMG name.

KPMG Investment Advisors, New York, NY, an affiliated partnership. A registered investment adviser.

GOVERNMENT SETTLEMENT :

According to an Aug, 1994 published report, the firm agreed to pay the federal government \$186.5 million to settle claims for alleged accounting and

auditing failures at failed financial institutions. It also consented to an order by the Office of Thrift Supervision that requires specific changes in accounting policies for audits during the next five years. Under the agreement, the firm neither admitted or denied wrongdoing. The agreement resolved five pending RTC suits as well as two FDIC cases and settled all claims for the work the firm did for financial institutions that failed on or before April 4, 1994. The settlement involved 25 financial institutions with the largest claim involving Hill Financial Savings Association in Red Hill, PA. It should also be noted that the firm's professional indemnity insurance was reported to cover a substantial portion of the settlement. According to a May, 1998 published report, the firm settled four lawsuits stemming from its alleged role in the Orange County California bankruptcy filing. The settlement was reportedly for \$75 million and was covered by liability insurance.

MATTER OF INTEREST :

According to published reports, on Aug. 29, 2005, eight former executives of accounting firm KPMG were indicted and the firm agreed to pay \$456 million as it admitted it sold fraudulent shelters to help wealthy clients avoid paying billions in taxes. According to a published report, federal prosecutors released an indictment of nine men, eight former KPMG executives and an outside tax lawyer who worked with the firm, charging them with conspiring to defraud the IRS. Under the terms of the settlement, a deferred prosecution agreement, the charges were dismissed against KPMG on Jan 3 2007, when the firm complied with the terms of the agreement. Business address has changed from 3 Chestnut Ridge Rd, Montvale, NJ 07645 to 345 Park Ave, New York, NY 10154.

Business Registration

CORPORATE AND BUSINESS REGISTRATIONS REPORTED BY THE SECRETARY OF STATE OR OTHER OFFICIAL SOURCE AS OF
May 19 2012

Registered Name: KPMG LLP
State of incorporation: DELAWARE
Filing date: Aug 15 1994
Registration ID: 2426621
Status: STATUS NOT AVAILABLE
Where filed: SECRETARY OF STATE/CORPORATIONS DIVISION , DOVER , DE
Registered agent: THE CORPORATION TRUST COMPANY , CORPORATION TRUST CENTER
1209 ORANGE STREET , WILMINGTON , DE , 198010000

Operations

11/03/2017

Provides accounting, auditing and bookkeeping services, specializing in certified public accounting (100%).

Description: Terms are undetermined. Sells to commercial concerns. Territory : United States.

Nonseasonal.

Employees: 24,097 which includes partners. 2,561 employed here. Included in the employee count are 1,882 partners.

Facilities: Leases premises in on 35th floor of a multi story a building.

Branches: This business has multiple branches, detailed branch/division information is available in Dun & Bradstreet's linkage or family tree products.

Subsidiaries: This business has multiple subsidiaries, detailed subsidiary information is available in D & Bs linkage or family tree products.

SIC & NAICS

SIC:

Based on information in our file, D&B has assigned this company an extended 8-digit SIC. D&B's use of 8-digit SICs enables us to be more specific about a company's operations than if we use the standard 4-digit code.

The 4-digit SIC numbers link to the description on the Occupational Safety & Health Administration (OSHA) Web site. Links open in a new browser window.

8721 0101 Certified public accountant

NAICS:

541211 Offices of Certified Public Accountants

Banking

11/17/17 Item #170915H Loans granted to moderate 8 figures. Now owing nothing. Matures in 1 to 5 years.

(Same bank)Loans granted to medium 8 figures on a secured basis. Now owing moderate 8 figures. Collateral consists of savings and . Matures in 1 to 5 years.

(Same bank)Loans granted to low 7 figures on a secured basis. Now owing nothing. Collateral consists of savings and .

(Same bank)Loans granted to moderate 8 figures. Now owing nothing. Matures in 1 to 5 years.

(Same bank)Loans granted to moderate 8 figures. Now owing moderate 8 figures. Matures in 1 to 5 years.

Financials

Company Financials: D&B

Additional Financial Data

As of August 4, 2017, several attempts to contact the management of this business have been unsuccessful. Inside sources confirmed name and location of the captioned business. Incomplete history caption has been applied due to the following factor(s)

-- Stock ownership and/or nature of legal ownership has not been clearly established.

Request Financial Statements

Requested financials are provided byKPMG LLPand are not DUNSRight certified.

Key Business Ratios

D & B has been unable to obtain sufficient financial information from this company to calculate business ratios. Our check of additional outside sources also found no information available on its financial performance.

To help you in this instance, ratios for other firms in the same industry are provided below to support your analysis of this business.

Based on this Number of Establishments

32

Industry Norms Based On 32 Establishments

	This Business	Industry Median	Industry Quartile
Profitability			
Return on Sales %	UN	7.9	UN
Return on Net Worth %	UN	60.8	UN
Short-Term Solvency			
Current Ratio	UN	1.2	UN
Quick Ratio	UN	1.1	UN
Efficiency			
Assets to Sales %	UN	29.1	UN
Sales / Net Working Capital	UN	11.5	UN
Utilization			
Total Liabilities / Net Worth (%)	UN	135.8	UN

UN = Unavailable

Detailed Trade Risk Insight provides detailed updates on over 1.5 billion commercial trade experiences collected from more than 260 million unique supplier/purchaser relationships.

Days Beyond Terms - Past 3 & 12 Months

3 months from Dec 17 to Feb 18

10
Days

Dollar-weighted average of **229** payment experiences reported from **35** companies

12 months from Mar 17 to Feb 18

8
Days

Dollar-weighted average of **324** payment experiences reported from **63** companies

Derogatory Events Last 12 Months from Feb 17 to Jan 18

Status	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
Placed for collection	-	-	-	-	-	780 on 1 acct	780 on 1 acct	-	-	-	780 on 1 acct	-
Bad debt written off	-	-	-	-	-	-	-	-	-	-	-	-

Total Amount Current and Past Due - 12 month trend from Feb 17 to Jan 18

Status	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
Total	2,276,489	2,218,127	1,555,865	2,095,862	2,238,258	2,322,293	2,327,984	2,587,039	3,683,514	4,049,053	3,592,877	3,592,877
Current	1,693,322	2,087,421	1,149,271	1,755,886	1,359,363	1,570,921	2,015,599	2,060,754	2,975,955	3,049,606	2,347,728	2,347,728
1-30 Days Past Due	528,116	75,882	352,912	312,308	563,638	275,437	268,792	494,005	452,694	350,220	484,998	484,998
31-60 Days Past Due	30,832	30,605	5,331	1,357	288,785	261,094	8,033	4,166	235,912	619,704	351,085	351,085
61-90 Days Past Due	5,911	22	22	2,114	161	11,998	11,363	3,917	645	11,215	408,555	408,555
90+ Days Past Due	18,308	24,197	48,329	24,197	26,311	202,843	24,197	24,197	18,308	18,308	511	511

This information may not be reproduced in whole or in part by any means of reproduction.