



GOVERNMENT SERVICES GROUP, LLC
An Anser Advisory Company

RESPONSE TO REQUEST FOR QUALIFICATIONS #CMGR-220033-GD

CONSULTING SERVICES FOR OVERSIGHT AND COMPLIANCE FOR
AMERICAN RESCUE PLAN ACT OF 2021 AND OTHER GRANT FUNDS

CITY OF GAINESVILLE, FLORIDA
DECEMBER 27, 2021

TECHNICAL PROPOSAL

Submitted by:
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December 27, 2021



City of Gainesville, Florida
Budget and Finance Department
Procurement Division
200 East University Ave
Gainesville FL 32601

RE: Request for Qualifications: #CMGR-220033-GD, Consulting Services for Oversight and Compliance for American Rescue Plan Act of 2021 and Other Grant Funds

To the Selection Committee:

Government Services Group, an Anser Advisory Company (GSG), is excited to submit our response to the City of Gainesville's (the City) Request for Qualifications for consulting services for *Oversight and Compliance for American Rescue Plan Act of 2021 and Other Grant Funds* (RFQ). We have brought together a team of highly experienced and seasoned professionals that bring strategy and management consulting services to clients like Gainesville to best leverage this significant opportunity to affect meaningful short-term recovery outcomes as well as long-term growth. In our response to the RFQ, we have demonstrated our Team's capabilities, capacity, and hands-on relevant experience to provide meaningful and value-added services to the City.

Since 2007, GSG has served as the City's Fire Assessment Consultant. Through the successful delivery of these projects for nearly 15 years, we have demonstrated our approach to client services, collaborative approach, and desire to exceed your expectations. For over ten years, we have supported various recovery efforts for public sector clients (ARPA, CARES, FEMA, American Reinvestment & Recovery Act, CDBG, SHIP, Economic Development, and Broad Band) and worked directly with public agencies for over 25 years. Our approach to ARPA builds upon the City's progress to date. It melds the City's critical aspects of compliance and program management along with a targeted approach to stakeholder engagement, needs assessment (including eligibility review), proactive planning regarding ARPA expenditures, disbursement of funds as well as helping to augment and support the City staff through the administrative burden of managing the City's ARPA program. We are currently assisting over 30 local governments with similar work requested by the City, including twenty in the State of Florida alone, including:

- City of Deerfield Beach, Florida
- City of Leesburg, Florida
- City of Dania Beach, Florida
- City of North Lauderdale, Florida
- City of Ocoee, Florida,
- City of Titusville, Florida, and
- City of Vero Beach, Florida.

We will "hit the ground running" and do not require "learn as we go." We will leverage our current ARPA tools, templates, and experiences to serve the City of Gainesville. Having successfully delivered these services across disaster relief, grant management, program management, auditing, compliance advisory, and

programming for capital and social programs, we are ready to start immediately and positively impact the City's strategy of maximizing the benefits of the ARPA while minimizing the risks of federal claw backs.

We are pleased to see the City's staff articulated critical programs and projects in its December 6, 2021; meeting with the City Commission. The Overview of ARPA Funds to the City Commission report and supporting documents, along with the Comprehensive Matrix of ARPA Project Proposals, have identified the City's project considerations and next steps. We believe our relevant experience in our response aligns with the City's services. As important with our current ARPA experience, our recent CARES Act, and other projects funded via federal dollars, we have overseen and delivered billions of dollars worth of capital projects and financial compliance services. We understand the imperatives around Federal Compliance to avoid clawback and the nuance of working with public infrastructure and social programs and how those projects can be best set up for success. We would be proud to serve the City and these critical community investments.

In our proposal, we have highlighted a few of our proposed Team's prior accomplishments, including:

- Developed ARP Needs Assessment Reports, identified spending priorities by U.S. Treasury expense category, geographic/census tract area, as well as aligned project specifications to locally adopted improvement programs;
- Grants management of CARES Act program funding to 10 counties from June 2020 to February 2021;
- Recommended and assisted in implementing program enhancements, program staffing needs, or service alternatives;
- Helped hundreds of government policymakers and managers with improving their respective agency's management, organizational structure, and operations;
- Our experience servicing government clients and provided executive leadership with objectivity and knowledgeable insights to make informed decisions;
- Our Team has over 100 years of experience, specifically providing grant management, project administration, grant optimization, and revenue maximization studies. We have worked with over 200 local government clients nationally; and
- Managed comprehensive stakeholder engagement and communication plans for over many billion dollars' worth of capital improvement plans.

At our core, we are a diverse team comprised of certified accounting professionals (CPAs), attorneys, grant managers, project managers, pre-construction advisors, engineers, architects, and other specialist subject matter experts who each individually and collectively are experts in supporting public clients, navigating competing interests within project environments, and driving productive efforts towards the strategic goals of and for our clients. This means that administrative and management services delivered by the Team are equally attuned to the needs of the City.

While the Final Rule still is not published, we know for our existing American Rescue Plan projects, there is plenty of work to be done now to position the City for timely success. Our ties throughout the State of Florida are strong. Our mission is to provide high-quality services to help the communities we live in to utilize the American Rescue Plan to deliver benefits to the community; it is why we refer to our deliverable as the "prosperity plan."

We sincerely appreciate your consideration, and we look forward to furthering this initiative with you. Should you have any questions or concerns, please do not hesitate to contact David Jahosky at 407.383.9642 or email at djahosky@govserv.com.com.

Sincerely,



David G. Jahosky
Vice President, GSG
Sr. Vice President, Anser Advisory
Longwood, Florida

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American Rescue Plan Act (ARPA) and Infrastructure Bill thought leadership, media aggregation and updates
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City of Gainesville, Florida

Request for Qualifications: #CMGR-220033-GD

Statement of Interest

We support organizations by solving complex problems through ideas, insights, and outcomes. Working as an extension of the City of Gainesville, we will eliminate learning curves, reduce risk, save money, deliver on time, and improve organizational performance to capture the biggest bang-for-buck from ARPA for the City.

Please accept this proposal as our intent to statement of interest in providing professional consulting services to the City of Gainesville (City or Gainesville) for the American Rescue Plan Act (ARPA) and other Grant Funds.

Availability to Perform

Our proposed Team brings a full suite of complementary skills to the City, and each member proposed has the availability to perform under this contract. Our Team is set up as an integrated, full-service provider of ARPA and other Grant services for the City. At the same time, we know the assembled Team can handle the scope identified. The team members have worked together on multiple ARPA and CARES Act projects and are currently working on current ARPA projects like the scope of work published by the City. One of our main differentiators is that we bring a diverse array of subject matter experts of services to our clients. This is not work that can be provided by generalists. Whether to assist a client with eligibility determination, develop sub-recipient agreements, grants monitoring, reporting, or work with the external auditor on Single Audit compliance requests, we have provided all these services to our clients.

Clients select us because we bring objectivity and insight to complex, real-world issues. We understand public sector motives and private sector methods. We bring leading practices and practical solutions to our clients. Our team members have a deep understanding and working experience in the public sector. Our Team includes those who have served in and for C-level executive financial management positions within State and local governments. Our highly experienced Team offers a unique perspective because we have worked in government and the private sector for large and small entities. Not only have we been in our client's shoes, but we have also been in their communities and neighborhoods.

Relevant ARPA Client Portfolio

The Team is currently providing ARP consulting and advisory services and for ARP funds for over thirty counties, cities, and towns across the country. We leverage best practices, lessons learned, and ARPA-specific tools to eliminate your learning curve. A sample of our current clients are below:

- City of Alvin, TX
- City of Scranton, PA
- Will County, IL
- City of Deerfield Beach, FL
- Highlands County, FL
- City of Fernandina Beach, FL
- North Lauderdale, FL
- City of Margate, FL
- City of Everett, MA
- Lakeland, FL
- City of Vero Beach, FL
- City of Titusville, FL
- Ocoee, FL
- Lighthouse Point, FL
- Leesburg, FL

The Team is identifying spending priorities by U.S. Treasury expense category, geographic or census tract area, aligning to locally adopted capital improvement programs, and revenue loss calculation and review for over \$400,000,000 million in combined ARP initiatives.



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ARPA Team to Serve the City of Gainesville

Firm Qualifications

Our Team's diverse experience brings a full suite of complementary skills to the City. We have structured our project team with our most experienced resources to provide the City with immediate access to the best possible technical expertise and a "one-stop" approach for ARPA and other grant services. Our Team includes team members from the following:



GOVERNMENT SERVICES GROUP, LLC
An Anser Advisory Company

GSG, an Anser Advisory Company, provides various services, including disaster recovery, grant management, construction management, capital project administration, and program administration. GSG supports their clients with expertise in FEMA and CDBG-DR eligibility determination, project management, appeals preparation, grant management, financial recovery, financial and project progress reporting, insurance reconciliation, grant monitoring and compliance, grant closure, and audit preparation, defense, and appeals. Founded in 1996, GSG specializes in management support services in capital program management, utility operations, capital financing, bond issue compliance, contractual performance oversight, financial administration, full-service governmental accounting, utility customer service, billing services, and city and county property services. GSG has delivered value-added Non-Ad Valorem Assessment services to the City of Gainesville since 2007. We have demonstrated our approach to client services, collaborative approach, and our desire to exceed your expectations.

On behalf of local government partners, GSG has tackled the successful transition of numerous troubled water and sewer utility systems to high-quality, modern, municipal-standard, customer-friendly operations. GSG has designed and implemented innovative public service delivery alternatives and effective governance solutions in close collaboration with policymakers, public executives, and citizen stakeholders. GSG's capital project management and civic engagements have received state and national recognition. GSG has perfected its grant management capabilities, regulatory requirements, special assessments, and data management, offering deliverables tailored to each specific client's needs.

Project Role: Prime Contractor and Overall Program Manager. Providing ARPA and other Federal Grant expertise, including management reporting and required reporting. Provide Project Manager, Technical Assistance, and Project Staff. Extensive Florida ARPA, CARES, CDBG, SHIP experience, knowledge of Federal regulations & funding, grants administration in accordance with 2 CFR 200, and other applicable federal requirements.



Anser Advisory is national program management and advisory firm headquartered in Austin, Texas, that provides reasoned solutions to our client's challenges. Our services begin with strategic organizational planning and continue by managing each project's execution and compliance. With a diverse client base, our Team is adept at adding value to early program creativity and diving into projects at any phase of the development cycle, always with a critical focus on driving value and maximizing accountability. We're unconventional as a firm because we believe in honoring old-school traditions while leveraging new-school methods. This helpfully translates into our value proposition, as concisely summarized below.

We deliver upon this value-proposition by bringing world-class people together in a nationally recognized Great Place to Work™ with the management and technology infrastructure to continually offer clients deep expertise, sector-specific experience, and rapid deployment of project resources.



City of Gainesville, Florida

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Our business is structured around two main service lines, each of which will be brought together for this assignment, leveraging relevant Anser resources from across the board:

- **Advisory and Compliance** – including organizational development, change management, program controls, estimating, alternative delivery, and finance, including public-private partnership expertise, assurance, and auditing; and
- **Management** – program and project management, construction manager-agency services, and complete owner's representative roles.

We operate locally in **Longwood (Orlando area) and Tallahassee, Florida**, and nationally from offices in Ohio, Pennsylvania, Illinois, New York, New Jersey, Colorado, California, Alaska, Texas, Massachusetts, and North Carolina. With a diverse, talented staff of over 700 professionals nationwide, our expertise is derived from the project and program managers, management consultants, estimators, schedulers, financial analysts, procurement specialists, grant managers, system configuration specialists, architects, engineers, construction managers, certified professional accountants, and construction auditors who represent the Anser brand.



Project Role: Deputy Program Manager; Providing ARPA and other Federal Grant expertise. Provide project management, infrastructure project administration, and capital improvement plan management assistance in accordance with 2 CFR 200 and other applicable federal requirements.



Incorporated in 1993, THF is organized as an S-Corporation with nine shareholders and comprises approximately 140 team members dedicated and committed to delivering high-quality client service. Our mindset is simple. We provide the service that we would expect if we were the client. There is a distinct difference when working with a regional firm with experienced governmental professionals:

- We are committed to the governmental services industry and have developed specific talent and expertise to serve our
- clients in a rapidly changing environment proactively.
- Our people and the core values that we share are the foundation upon which our reputation was built. It is the same values and people that we will bring to this engagement.
- THF has recently been recognized as the 105th largest accounting firm in the nation and one of the 2020 Best of the Best Accounting Firms by Inside Public Accounting. Our success is a true representation of our Team's performance and the quality of the clients that we serve.

Project Role: Sub-Consultant and Financial Compliance Workstream Lead. Services include non-attest accounting processes or procedures for state & federal grants, extensive knowledge of audit procedures in accordance with 2 CFR 200, and other applicable federal requirements.

NORTH HIGHLAND

North Highland is organized by industry, capability, and geography, thereby offering the right set of experienced consultants and practitioners to meet our clients' needs at the local level. We serve 39% of all Fortune 500 clients and have extensive public sector experience, having served over 300 public sector clients, including work in disaster management. North Highland is a full-service management consulting company with experience providing the complete range of in-demand services, including emergency management and grant management-related services.

North Highland brings the discipline, rigor, accountability, and best grants management practices to all of our Emergency Management engagements. North Highland has successfully brought grants management and emergency management expertise to multiple agencies, including Florida Division of Emergency Management where we managed the CARES spend for all the state agencies and assisted in the 55 counties across the state in developing quality grants seeking funds, New Jersey Department of Treasury as an integrity monitor for multiple FEMA programs where we reviewed grants for recipients and subrecipients, Florida Department of Economic Opportunity assisting counties in Hurricane Michael recovery, and Texas Department of Emergency Management for emergency response services, by way of examples. We also worked closely with the Florida Department of Environmental protection in preparing grant requests related to the Deepwater Horizon Disaster.

Right here in Florida, North Highland is proud of its three-decade history of serving the consulting needs of a broad number of State and Local partners, including most recently, our firm's management of a \$54+ million federally funded program for the Agency for Health Care Administration. With respect to emergency-relief programs, North Highland is managing the Coronavirus Recovery (FLCARES) and working on the Hurricane Matthew recovery program. North Highland knows very well what it takes to develop FEMA grants that drive federally funded programs.

Project Role: Sub-Consultant and Program Compliance Workstream Lead. Services including consulting services related to operation processes or procedures for state & federal grants in accordance with 2 CFR 200 and other applicable federal requirements.



Established in 1994, Nabors, Giblin & Nickerson, P.A. (NGN) concentrates their practice upon local government representation on a statewide basis. Consistent with this concept, the firm has developed into a full-service law firm for local governments. NGN has blended a specialized Wall Street public finance practice with hands-on local government experience to create a law firm with a unique focus.

From the beginning, the focus of NGN has been on governmental problem solving and the creation of innovative home rule or legislative finance initiatives. NGN currently represents local governments throughout the state in a broad range of related government issues, including practices in the following areas: public finance, general governmental law, litigation and appellate law, public utility law, employment law, land use and real estate law, and special project financing, all of which have proved to be complementary to each other over the years.

One of the distinguishing characteristics of NGN is its extensive representation of Florida local governments and the historical participation by its attorneys in shaping Florida local government statutory and case law. Such experience began with the creation of the constitutional and statutory home rule powers of counties

and municipalities in the 1968 constitutional revision as further implemented by general law in the early 1970s. This experience and historical perspective are unparalleled in any other law firm. Thus, it is not by chance but by performance and reputation that NGN currently has client relationships with numerous local governments in a variety of areas, including general governmental, public finance, tax, and litigation. NGN has been retained to represent local governments in various grant funding-related matters, including assisting 15 local governments in Florida with CARES Act funds in 2020.

Project Role: Sub-Consultant and Regulatory Compliance Workstream Lead. Services including consulting services related to advising on ARPA regulatory compliance issues, including procurement, 2 CFR 200, and U.S Treasury requirements. NGN has extensive Florida municipal government experience.

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Prime and Sub-Consultant Roles



City of Gainesville, Florida

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To serve the City of Gainesville on this very important project, we have assembled a suite of complementary firms headed by GSG/Anser, including a law firm that has worked together seamlessly on previous projects, to provide the key core competencies requested by the City. With extensive experience in ARPA and CARES compliance, oversight and management, knowledge of Federal funding and grants accounting, and program and infrastructure project management, we have the complete array of services and experience to bring maximum value to the City now in subsequent years of this project.

At our core, we are a diverse team comprised of certified accounting professionals (CPAs), attorneys, grant managers, project managers, pre-construction advisors, engineers, architects, and other specialist subject matter experts who each individually and collectively are experts in supporting public clients, navigating competing interests within project environments, and driving productive efforts towards the strategic goals of and for our clients. This means that administrative and management services delivered by the Team are equally attuned to the needs of the City.



We believe in providing the City with the best sources to serve, regardless of which firm they work. We believe in bringing the best Team to serve the City. As illustrated below, we believe each firm plays a critical role in the short-term and long-term success of the ARPA program and other grant services. We strongly believe that the foundation provided through our services will lay the cornerstone for managing future grant opportunities, including the Infrastructure Investment and Jobs Act (IIJA), commonly referred to as the Bipartisan Infrastructure Law.

While the Final Rule still is not published, we know for our existing American Rescue Plan projects, there is plenty of work to be done now to position the City for timely success. Our ties throughout the State of Florida are strong. Our mission is to provide high-quality services to help the communities we live in to utilize the American Rescue Plan to deliver benefits to the community; it is why we refer to our deliverable as the "prosperity plan."

Individual Qualifications

Our Team has considerable experience in evaluating the unique and dynamic characteristics of local governments and providing options for reviewing and funding vital local government services, having delivered similar services to clients with capital programs covering a wide range of program sizes. We believe that the combination of our firm-level specific ARPA experience and the hands-on experience of our personnel allow our Team to develop enhanced solution-based strategies to address the diverse governance and stakeholder hurdles faced by the City. As such, our Team combines and offers the best options, alternatives, and innovative solutions, particularly related to government funding management, project management, grant monitoring, reporting, and compliance. The chart below illustrates the collective experiences of the team members assigned to this project. For ease of presentation, the experiences have been aggregated and shown at the firm level.

RFQ Requirement	GSG	Anser Advisory	Thomas Howell Ferguson, P.A.	North Highland	Nabors Giblin & Nickerson, P.A.
Regulatory compliance expertise including identification of authorized uses of the Rescue Plan Funds and any funds that may become available to the City through other government agencies in the future.	●	●	●	●	●
Interpret Federal Guidance and establish and/or verify eligibility under the Rescue Plan Funds and any funds that may become available to the City through other government agencies in the future.	●	●	●	●	●
Establish procedures for verification of eligibility for award and expenditure of Rescue Plan Funds and any funds that may become available to the City through other government agencies in the future.	●	●	●	●	●
Establish proper accounting and reporting internal control mechanisms to record, track, and disburse funds according to all federal, state, and local laws and regulations including, but not limited to: Uniform Guidance; General Accepted Accounting Principles; and the City's internal fund(s) based accounting policies and procedures.	●	●	●	●	●
Establish policies and procedures for appropriate document retention and reporting with the Federal Financial Accountability and Transparency Act (FFATA) and/or Treasury Office of Inspector General.	●	●		●	●
Design/establish application procedures.	●	●	●	●	●
Confirmation of verification of eligibility and final disbursement of Rescue Plan Funds and any funds that may become available to the City through other government agencies in the future.	●	●	●	●	●
Monitor for duplication of benefits and develop processes and documentation requirements around sub- recipient	●	●	●	●	●

RFQ Requirement	GSG	Anser Advisory	Thomas Howell Ferguson, P.A.	North Highland	Nabors Giblin & Nickerson, P.A.
risk assessment, monitoring, and management, including training sub-recipients on grant requirements.					
Intergovernmental Coordination	●	●	●	●	●
Provide for fraud, waste, and/or abuse identification, reporting, and remediation.	●	●	●	●	●
Provide oversight and guidance to guarantee compliance with OMB Uniform Guidance, 2 CFR, Part 200, and the Single Audit Act, including performing internal control risk assessments as required.	●	●	●	●	●
Establish one or more appeals procedures for disputes regarding amounts awarded, including processes for evaluation of final determinations.	●	●	●	●	●
Establish one or more appeals procedures for disputes with the Local, State, and Federal Government for mishandling or misinterpreting the rules and regulations, resulting in payback to those agencies.	●	●	●		●
Provide regular and frequent status reports, including reporting on financial performance and projection modeling, the form, and contents of which shall be dictated by the City. These status reports should be transparent and address broader questions about the City's distribution and use of the Rescue Plan Funds.	●	●	●		●
Establish review processes for any new/future reporting requirements related and/or applicable to the Rescue Plan Funds and any funds that may become available to the City through other government agencies in the future.	●	●	●		
Resolve any requests for information, justification, audit findings, and eligibility appeals.	●	●	●		●
Review contracts and purchasing documentation to ensure cost recovery and compliance of expenditures using federal funds.	●	●	●		●

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Proposed Organization Chart

While the American Rescue Plan Act may be new, natural disaster recovery support and the range of services requested by the City of Gainesville are not unique to this Team.

We have been providing a full spectrum of disaster recovery services from inception to close out for over 25 years – specifically, services funded by Federal Emergency Management Agency Public Assistance (FEMA PA), U.S. Treasury, and Community Development Block Grant Disaster Recovery (CDBG-DR) programs. Additional personnel will be utilized throughout the duration of the engagement and based on the City's specific needs. We have the right resources and relevant ARPA and federal grant experience when you need them.



Members of the teams are experienced in:

- ARPA, CARES, FEMA and Other Federal Grants Management programs
- Developing standard applications and approval processes
- Creating and implementing online application process
- Application support for individual, small business, and non-profits
- Evaluating requests and recommending funding options for City consideration
- Submission of ARPA Quarterly Reporting, program monitoring, Quality Assurance

This team will help the City execute on its vision of developing opportunities for programs through:

- Reprioritization of projects
- Developing a timeline for the distribution of funds
- Analyzing project risk through GSG proprietary tool
- Align projects with the City's annual Strategic Planning and Budget cycle
- Utilizing the City's *Equity Tool* created to identify programs with the greatest impact

Personnel Assignments

We are proud to provide the below Team and are confident that we can successfully deliver the services requested by the City. The Team identified below has the capacity to support the City of Gainesville during this endeavor. Included in Appendix B are the resumes for the key members listed below.

Core GSG-Anser Team



ADAM SHAW
MAIQS, MRICS, GSAP,
BSc, Dip
Chief Delivery Officer
**Quality Control &
Assurance**

Adam leads Anser's national advisory team in service of clients through program delivery through all facets of funding analysis, compliance, and audit. He has significant experience leading executive-level advisory on large scale projects and public procurements, many of which were delivered under the P3 model. Adam's skills include executive program management as well as lenders technical advisor, financier certifier, facilities management, and risk management facilitation roles.



DAVID JAHOSKY
Sr. Vice President
Project Director

David brings highly specialized experience helping local governments become more efficient and focused on everything from staffing analysis to program and infrastructure funding and accounting. From studies to identify cost optimization and revenue recovery to grant compliance and performance audits, David has helped local and State governments develop the processes and policies necessary for greater efficiency in human and financial resources. David is the technical lead for all GSG/Anser ARP projects.



CHRIS POLISCHUCK
Sr. Advisor
Project Manager

Chris has been serving public sector entities exclusively for 35 years, helping them meet the challenges they face in serving the public good – achieving regulatory compliance, improving operations and performance, and enhancing accountability and reporting. Chris' current and past clients include large state agencies, some of the largest U.S cities and counties, public transit agencies, and the Federal government.



COREY BURBACH
Director
ARP Technical
Team Lead, Program
Compliance

Corey is a results-oriented financial/project management professional with ten years in public sector advisory specializing in facilities planning and funding. As a registered Financial Advisor, Corey understands the financing side of school facilities planning. He performs various analyses relating to facility assessments, long-range facilities master plans, and educational adequacy. Corey leads multiple Anser ARP Projects.



Joseph Sheets
MBA
Manager
Team Lead, Regulatory Compliance

Joseph Sheets is a Manager for GSG specializing in applying the American Rescue Plan. Joseph has created Standard Operating Procedures for project eligibility determinations, risk mitigation, and revenue loss analysis. His understanding of the American Rescue Plan and its complexities has helped clients maximize their usage of funds, mitigate potential claw back exposure, and create communications plans for their staff and communities.



TAFF LIAO
CCA
Manager
Team Lead, Financial Compliance

Taff Liao is a manager with 13 years of accounting and finance experience, primarily within the construction industry. He has worked on a broad range of construction within various sectors, including for both private and public sector clients. He has experience with managing the accounting of various federally funded projects throughout his tenure.

Financial Compliance Workstream Lead – Thomas Howell Ferguson, P.A.



Ben “Steve” Stevens
CPA
Director
Financial Compliance Work Stream Leader

Since 1989, Steve has provided assurance, consulting, and other accounting services, including five years with a Big Four firm which he left in a Director capacity. Additionally, he has over ten years of FEMA Public Assistance Programs experience. He has served government, not-for-profit, for-profit, insurance, and health and human services clients. He has led performance audits, operational reviews, cost plan, and Medicaid audits, and various consulting projects. Steve’s previous work experience includes Interim Director of the Office of Management and Budget of the Escambia County Board of County Commissioners, Commissioner for Public Service Commission (position appointed by the Governor), business owner, and Chief Financial Officer of Escambia County Sheriff’s Office.

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Program Compliance Workstream Lead – North Highland



Greg Martin
Principal
Program Compliance
Work Stream Leader

Greg Martin is a Principal with North Highland, leading the Public Sector Emergency Management group. Greg has over 34 years working with Federal, state, and local agencies in business and technology management consulting. He has worked with several Florida agencies on Emergency Management and Disaster Recovery initiatives, including Department of Economic Opportunity, Department of Environmental Protection, and the Division of Emergency Management. Prior to joining North Highland, Mr. Martin led Accenture’s global Regulatory Practice, working with some of largest regulatory agencies in world on transformational project. He also authored several white papers and publications on government reform and creating efficiencies in agency operations and creating a Command Center for emergency response to disasters. He has demonstrated the ability to lead the development and implementation of complex management reforms that transform organizations by, for instance, implementing innovative technological solutions, focusing organizational structures and responsibilities on well-defined core services, and utilizing effective performance management systems.

Regulatory Compliance Workstream Lead – Nabors Giblin & Nickerson, P.A.



Kerry Parsons
JD
Partner
Regulatory Compliance
Work Stream Leader

Kerry Parsons has over a decade of experience in providing legal services. She joined the Nabors, Giblin & Nickerson in 2015, where she concentrates her practice in the areas of general governmental law. Prior to joining the firm, Kerry served as Citrus County Attorney from 2013 through 2014 and as Citrus County Assistant County Attorney from 2011 through 2013.

Kerry provides general representation to clients on employment issues, grants and procurement matters, various general governmental and land use issues. Kerry is a member of the NGN’s General Governmental, Real Property and Litigation and Appellate Law practice area. Kerry is admitted to practice in all courts of the State of Florida, the United States District Court for the Northern, Middle and Southern Districts of Florida, the United States Court of Appeals for the Eleventh Circuit, and the United States Supreme Court. She is a member of the Environmental and Land Use Law, City, County and Local Government Law Sections of the Florida Bar. Kerry also serves as a committee member of the Florida Association of County Attorney’s Finance & Taxation Committee (2016-present), the Florida Bar Eminent Domain Committee, Member 2020-21, and the Florida Bar Continuing Legal Education Committee, Member 2020-21.

Team's Capacity to Perform the Requested Services

Our work plan and approach are built upon collaborating with the City on implementing its priorities. Our approach is customized to the City and leverages best practices learned by delivering 20 ARPA projects across Florida.

Implementation of the City's Overview of ARPA Funds to City Commission: Approved Items

On December 6, 2021, City staff presented the City's Overview of ARPA Funds to the City Commission that listed the projects approved with Mutual Support.

Proposal	Description	Expenditure Category (ARPA)	Strategic Plan Alignment	Estimated Funding
Utility Debt Forgiveness	Pay outstanding balances of all GRU customers in GNV on payment plans. This would help cancel out the debts that neighbors have accumulated during covid. This would cover installment and payment plans based on covid reasons. This should also cover shut-off and reconnections fees.	2. Negative Economic Impacts	Goal 1	\$250,000
Aid to Non-profit Agencies	These funds should be available to support the development and additional capacity for new and existing non-profit organizations supporting low- and very-low-income neighbors.	2. Negative Economic Impacts	Goal 1 - 4	\$7,000,000
Eviction Assistance	Similar explanation as to the GRU Bill Assistance. People are struggling to make ends meet because of the pandemic, and the city has already created a fund to assist with rent. This fund should be replenished. This homeless prevention program will help those behind on their rent avoid eviction. The funds should specifically target low and very low-income neighbors. Debt incurred should be between 4/20-7/21.	2. Negative Economic Impacts	Goal 1 & 3	\$1,000,000
Energy Rehabilitation of Low/Moderate Income Homes	This program will create a fund to repair, stabilize and weatherize homes (both rental and owner-occupied) for low and very low-income neighbors and/or extremely high-energy users. This program would allow for grants to rental homes and homesteads to improve energy and water systems in the homes. The program/grant would require a contract stipulating that the property will not be sold or rent raised for a number of years. This will help improve the utility costs and safety of homes. And/or: The CWC (Community Weatherization Coalition) has a longstanding contract with GRU to provide residential weatherization services and tools. Expanding that programming over the next 3 years will help people reduce their GRU bills and improve their housing quality. AND/OR: Grants would be given to landlords to make repairs and bring units up to energy efficiency standards. For receiving the grant, landlords would have to keep rents level for a period of time	3. Services to Disproportionately Impacted Communities	Goal 1 & 3	\$1,900,000
Total				\$10,150,000

While the City Commission approved \$7 million for Aid to Non-profit agencies, the Administration of this program is excluded from this response as the City is contracting separately for professional services. GSG's Team will work with and coordinate with the other project team to provide uniform reporting to U.S. Treasury and the City stakeholders, status reporting, and integrate the deliverables into the City's overall ARPA monitoring plan.

We will leverage our 25-year track record of managing federal and state grants to assist the City with this element of its ARPA plan. In the past five years, our Team has reviewed and provided input on over \$250 million in CARES Act (Individual, Non-Profit, Small Business Assistance), Emergency Rental Assistance Program, State Housing Initiatives Partnership (SHIP), CDBG Housing Rehabilitation, CDBG Disaster Recovery, and the Florida Department of Environmental Septic to Sewer Grant applications. We will use this experience in developing an adjudication process for the Utility Debt Forgiveness, Eviction Assistance, and the Energy Rehabilitation of Low/Moderate Income Homes programs. Minimally, the GSG Team will conduct the following tasks:

1. Develop a standardized application submission and approval process to ensure funds are distributed equitably with attention to alleviating the most urgent and consequential disparities facing marginalized populations in the City of Gainesville.
2. Create and implement an online application portal for applicants to initiate and add to their application as needed. Create "how to guides," Frequently Asked Questions materials, establish a process for in-person, phone, or "WebEx" style application assistance sessions.
3. Provide support to the non-profit organization Team in building administrative capacity and strengthening existing City processes.
4. Evaluate each applicant/application and package recommendations for funding to City staff.
5. Develop a timeline for distribution of funds
6. Utilize the Equity Tool created by the Office of Equity and Inclusion for the City of Gainesville and the City's Strategic Plan to help identify programs/organizations that would greatly impact City residents.

In carrying out the tasks noted above, the Team will leverage its experiences and further provide the services described below is meeting the City's objectives.

Execute Program Wide Eligibility

This Team will assist the City in expenditures associated with the program. Our Team can chair meetings to ensure that the decision-making process is streamlined with professional guidance to the City with recommendations following the outlined goals of the project(s). As part of the pre-implementation phase of the program, working alongside staff, we will establish and execute the development plan for projects and identify any opportunities to procure services that would result in greater efficiency.

Existing protocols, if necessary, will be reviewed, and any necessary cost reporting and compliance with financial reporting requirements will be established in all associated Contracts and scopes. Compliance with controls established is a benchmark of our service. Provide oversight and guidance to guarantee compliance, including performing internal control risk assessments as required.

Marketing the Program

A planned informational effort is recommended. Anser will take a comprehensive approach to market the program. To broaden the program's reach, we have used informational flyers to City residents, dedicated ARPA Project website, town halls, and social media posts to area users, added information to the City's website, hosted information sessions online or in-person for interested parties. The grant will likely be oversubscribed, and the vital task is to make sure that it is best applied to the maximum value.

The mechanism for Grant Subrecipient Approval

All applications can be submitted through an electronic portal. We will create a portal and process controls on behalf of the City if there is no existing system in place. Should requirements such as matching funds be required, we will communicate and account for that. Items requested from applicants can include:

- Individual information to confirm program eligibility
- Organization Overview, as applicable
- Leadership Resumes, as applicable
- Resumes for Program Administrator, as applicable s
- Audited Financials for Two Years, as applicable
- Program Description for which Funds are being requested
- Data Required for Eligibility Determination
- Information to Review for Duplication of Benefits
- Cost Breakdown

Determining Eligibility

After a thorough review process, the Team will identify suitable options that have supplied evidence of all required documentation and have received positive endorsements from stakeholders.

Status Reports

As part of our process to provide weekly and/or monthly updates to City stakeholders, we will include "health checks" with tracking outcomes of recovery spending.

Cost Tracking, Reporting, and Auditing Services

The Team will provide services to create best practices, ensure compliance, and mitigate waste and abuse associated with expenditures, the number of parties involved, and the overall complexity of projects and potential funds distributed to outside organizations. We will support the City in preparing annual performance reports and quarterly reports to prevent clawback of funds. We have a proven track record with similar reporting requirements with FEMA and CARES Act programs. Our Team collaborates with various stakeholders throughout the program to ensure that the City complies with government regulations. Our Team of experts quickly develops a comprehensive understanding of each client's program, grant, projects, budget, and capital sources. It applies our critical thinking and problem-solving skills to provide cost-effective solutions to their audit and compliance challenges. We view ourselves as an extension of the City to help with the heavy lifting associated with the program. Our services include eligibility of costs submitted and adherence to the conditions set forth by the various types of local, state, and federal funds used to fund a project. Our Team has experience in disaster recovery, aviation, transportation, and many other applicable realms, enabling a proactive lesson learned approach to this engagement.

Our approach to Auditing Services will be based on the system that we've delivered to previous clients with ARPA programs of a similar scale. Base service tasks can include:

- Review application, contract, invoice
- Submittals to Governmental Agencies
- Prevention of claw back of funds
- Establishing the workflow with the City project team and accounting/finance staff
- Reviewing applications for processing
- Reconciling costs with the payment applications to the amounts
- Reviewing general conditions
- Closeout audit, which will include reviewing final costs

Implementation of the City's Overview of ARPA Funds to City Commission: Remaining Submitted Proposals

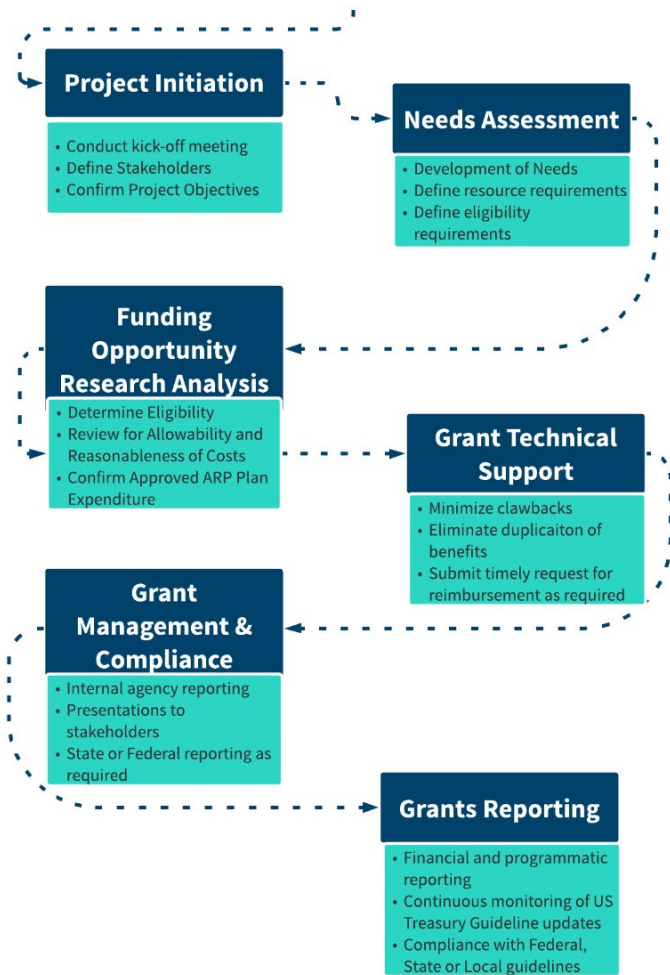
In June 2021, the City Commission approved the acceptance of \$32,408,804 in ARPA funds from the U.S. Treasury. On December 6, 2021, the City approved \$10,150,000 for the proposal noted in the previous section leaving \$22,258,804 in remaining funds. The City has 44 proposals under consideration, totaling \$97.92 million. Our Team will work with the City to prioritize and develop an implementation plan for the remaining \$22.26 million in ARPA funds. We will work on this initiative concurrently with the approved programs, as previously noted in the prior section.



We will assist the City with timely services that include but are not limited to visioning and planning recommendations, project prioritization, compliance, reconciliation, and stakeholder engagement, and sub-recipients accounts. We drive projects from idea to closeout as per criteria. Our Team of experts can quickly assemble the right resources to provide critical services, including:

- Information Management
- Program Management
- Resource Management
- Project Planning

Six-Step Project Management Approach for ARP Success by Anser-GSG



- Audit Support
- Federal Funding Compliance
- Financial Recovery Reconciliation
- Grant Management
- Deliverable Development
- Communications Plans

This Team has provided similar services for over 25 years and continues to do so for related governmental entities. Our processes and methodologies are recognized as leading industry practices, including from the Government Accountability Office (GAO), and our work in compliance testing on disaster recovery reconstruction efforts. We will support the City and staff in tracking and ensuring compliance with all costs associated with the revenue sources and be responsible for reporting expenses charged. This program can include cost tracking and reporting, budget development, funding plans, cost segregation, invoice audits for contract compliance, funding recommendations, assistance with guaranteed maximum price (GMP) negotiations, review of trade awards and contingency requests, help with financial closeout activities, and other related services as requested by the City.

The ARPA funds permitted uses are outlined in the Interim Final Rule for American Rescue Plan Act of 2021, also called the COVID-19 Stimulus Package or American. A deep understanding of the Final Interim Rule and, eventually, the Final Rule will provide insight on the allowable uses

and best practices. Funds must be from March 3, 2021, through December 31, 2024. The City has until December 31, 2026, to expend the funds for items incurred during the eligibility period.

We structured our project team with our most experienced resources to provide the City with immediate access to the best possible technical expertise. Not only do we understand the front end of planning and funding management, but we also understand the implementation of projects. Our Team is here to provide top-tier visioning and implementation for the City's ARPA allocation for project selection, administration, and programs. A successful project entails having the right staff – right when you need them. We are proud of the accomplishments our Team has provided our clients, and we are confident that we can successfully deliver the services requested by the City.

Managing the American Rescue Plan

As illustrated in the flow chart (left), our approach is delineated in six tasks:

■ **Task 1. Initiation**

Objective: Taking an information-gathering approach to identify the key functional elements of the project and home in the City's definition of value. In this process, we will formalize the vision guiding the ARP strategy.

■ **Task 2. Needs Assessment and Project Confirmation.** (Issue the draft Report prior to February 28, 2022. This task can include but is not limited to the following:

- Strategic Road Map
 - Priority listing in implementing the Overview of ARPA Fund to the City Commission presented on December 6, 2021,
 - Timeline for completion of approved activities through December 31, 2024.
 - Monitoring plan and ongoing communications plan; and
 - Estimate of fees and resources required to implement the Plan.
- Necessary Water, Sewer, or Broadband Infrastructure
- Revenue Reconciliation
- Other ARP eligible fund uses

■ **Task 3. Review Process**

- Prepared Revised Financial Estimates by Tranche, such as:
 - Capital and Social Infrastructure Projects
 - Subrecipients
 - Public health emergency concerning COVID-19 or its negative economic impacts,
 - Lost revenue due to such emergency; and
 - Investments in water, sewer, or broadband infrastructure

■ **Task 4. Program Support (Disbursement of Funds– End of Engagement)**

- Pre-Procurement
- Project Management

■ **Task 5. Reporting (March 2022 – End of Engagement)**

- Administrative Duties

■ **Task 6. Monitoring Activities (Months 3 – End of Engagement)**

The success of ARPA and associated funding programs is heavily predicated on good planning and command of compliance requirements. However, these measures will not be successful without effective project management and a comprehensive stakeholder management approach. These are public funds for the public good, and we will work with you to ensure the best bang-for-buck is achieved through collaboration, engagement, and diligence.

ARP Rapid Deployment^{by AnserGSG}



Deliverables for American Rescue Plan Programs

Through this six-step approach, we will provide the City with the results of its needs assessment in the form of an ARP Prosperity Plan. The Plan will include the following categorical elements and a high-level analysis:

Revised Financial Estimates by Tranche, such as:

- Public health emergency concerning COVID-19 or its negative economic impacts,
- Lost revenue due to such emergency; and
- Identify Need and Establish Program Plan for:
 - Projects with Beneficiaries including Local Districts, Non-profits, Businesses, and Industries
 - Premium Pay to Eligible Workers and Eligible Employers
 - Necessary Water, Sewer, or Broadband Infrastructure

Program Plan (e.g., Necessary Water Sewer or Broadband Infrastructure)

- Priority listing in implementing the City's Plan,
- Timeline for completion of approved activities through December 31, 2024.
- Project management services, monitoring plan, and ongoing communications plan; and
- Estimate of fees and resources required to implement the Plan.
- Ongoing operational plan

We have proposed the end date for due diligence of 90 days after the eligibility period to submit final documentation to the City's cognizant agency and close out the ARP grant. Per the Interim Final Rule, the City must expend its funds by December 31, 2026.

Communications

Our Team utilizes effective communications management to inform our stakeholders of the project's status as part of our approach. Our team routines provide executive-level briefings to:

- Management Team
- Formal Presentations to the elected or appointed, Boards, Councils or Commissions
- Informal Elected Official Briefings
- Written and verbal project status reports

The Communications Plan is developed in coordination with our clients. We routinely provide the following technical assistance at the direction of our clients:

- Call Center Assistance
- Intergovernmental Communication Assistance
- Outreach Programs / Town Hall Meetings

- Press Releases
- Public Information Request Response
- Social Media Posts
- Website Updates

As we have done for all our existing American Rescue Plan Projects, we will develop weekly and monthly reports that meet the U.S. Treasury Guidelines for State and Local Fiscal Recovery Funds (SLRF) to build public awareness, increase accountability, and monitor compliance of eligible uses.

Financial Duties

As identified in our ARP Management approach, through our assessment and information gathering septs, we will assist the City in developing appropriate policies and procedures for using the American Rescue Plan Funds. Our Team has served our comprehensive project controls representation to implement an effective knowledge-transfer program between the Team and City personnel. This program is responsive to any requests by you and can cover topics such as, but not limited to:

- Technical Submittals
- Project Management
- Contract Administration
- Process Development, Implementation, and Best Practices
- Schedule & Project Controls
- Management analysis and estimating
- Revenue Loss Calculations four all four-date snapshots
- Highest and Best use of Capital

In addition, we strive to share lessons learned, Best Practices, and developmental knowledge across a range of project and industry-specific subjects to ensure that all information needed for future administration is clearly and usefully imparted upon the City's Team.

Staff will support the City by continuously monitoring guidance and rules updates to maximize the ARP Funding Allocation, minimize the risk of the cognizant agency's claw back of funds, and preserve the accuracy of payments to sub-recipients, including small businesses, non-profits, individuals, as well as confirming the eligibility of internal agency expenditures. We recognize that the American Rescue Plan is one piece of the puzzle in the overall funding landscape. We will consider the entire program when providing strategic options to the City for allocations of funds and project recommendations.

Our team brings tried and tested methodology to Grant Management and Compliance in equal measure.



Step 1: Identification. The Team learns about the goals, objectives, status of active grants, and types of grants pursued. Then research funding opportunities to fit these needs and assess grants. When a grant opportunity has been identified, we will provide a Summary Fact Sheet. On a "go" decision, a grant is developed.

Step 2: Development. The Team supports the proposal via active engagement in matching the City's needs to requirements, gaining stakeholder support, and final QA/QC before timely submission.

Step 3: Submittal. Ensures timely submittal and follow-up.

Step 4: Award. The Team negotiates the Terms and Conditions of Grant Award and prepares Governing Board Resolutions as needed. Execute any Grant Agreements. Also, provide debriefs/lessons learned for any grant not awarded.

Step 5: Start-Up. The Team supports the programming of the grant, establishes Budget and Billing Codes, supports the delivery of the program as needed.

Step 6: Monitoring. The Team aids in setting up required and wanted reporting and ongoing certifications and support grant administration such as invoicing, amendment/budget revision, and any other ongoing compliance requirements.

Step 7: Closeout. The Team supports acceptance and review of deliverables, organizes all records, closes sub-agreements, prepares and files final reports and invoices.

Project and Procurement Management

Our American Rescue Plan program management approach is derived from the success and experience of our experienced staff working directly for public entities, including local municipalities. Our management foundations are transparency, collaboration, and diligent attention to detail. We'll assure the City and all stakeholders that every dollar is tracked and that project execution creates the maximum value for the people of the City. Our staff that have been assigned to this contract and who will be working directly with the City and stakeholders have decades of relevant experience in their fields of specialty and will readily apply this experience to execute your project (s) expertly.

A successful program and oversight are centered on mutual trust, open communication, and the freedom to express ideas and hold each other accountable. It must be founded on the belief that each party has valuable insight and experiences that, when combined, provide the best value and outcome for the City. On every project, we promote collaboration and ensure that it remains in place throughout the project duration, enabling project success for all stakeholders.

Tried and true processes coupled with good planning and communication ensure that we determine the answers to the following questions early in the engagement:

- *Program needs:* What needs to be accomplished?
- *Program and Project budgets:* How many dollars are available, and what purposes?
- *Project schedule and interdependencies:* When is it required?
- *Appropriate assignment:* Who will execute the work?
- *Deliverables needed:* What is the end product?
- *Operational Viability:* How is the end product going to be viable in the future

The Team will utilize the answers to these questions to employ a proactive approach that guarantees the strategies developed around these answers are implemented while eliminating waste and bloat to maximize efficiency in grant management through implementation, design, and construction.

Concept Assessment

Our Team will conduct a thorough review of the budget as the first step in our engagement. This review process will allow our Team to understand all the underlying assumptions and provide Quality Assurance/Quality Control (QA/QC) to identify any valuable additional details or information that may be beneficial to add. As part of this QA/QC review, we would spend time further recognizing the program's funding source(s) and timing restrictions on the funds and the strategy on how those restrictions may drive particular allocation plans for the uses. We will work with the City to understand the existing plan and analyze the pros/cons of each project. We will also understand any other potential grants or reimbursement funding sources for the program as a whole or individual projects to maximize the strategy and set the stage for accurate and efficient compliance monitoring through the program.

Execute Program Wide Eligibility

This Team will assist the City in expenditures associated with the program. Our Team can chair meetings to ensure that the decision-making process is streamlined with professional guidance to the City with recommendations per the outlined goals of the project(s). As part of the pre-implementation phase of the program, working alongside staff, we will establish and execute the development plan for projects and identify any opportunities to procure services that would result in greater efficiency.

Existing protocols, if necessary, will be reviewed, and any necessary cost reporting and compliance with financial reporting requirements will be established in all associated Contracts and scopes. Compliance with controls established is a benchmark of our service. Provide oversight and guidance to guarantee compliance, including performing internal control risk assessments as required.

Marketing the Program

A planned informational effort is recommended. Anser will take a comprehensive approach to market the program. To broaden the program's reach, we have used informational flyers to City residents, dedicated ARPA Project website, town halls, and social media posts to area users, added information to

the client's website, host information sessions online or in-person for interested parties. The grant will likely be oversubscribed, and the vital task is to make sure that it is best applied to the maximum value.

The mechanism for Grant Subrecipient Approval

All applications can be submitted through an electronic portal. We will create a portal and process controls on behalf of the City if there is no existing system in place. Should requirements such as matching funds be required, we will communicate and account for that. Items requested from applicants can include:

- Organization Overview
- Leadership Resumes
- Resumes for Program Administrators
- Audited Financials for Two Years
- Program Description for which Funds are being requested
- Data Required for Eligibility Determination
- Information to Review for Duplication of Benefits
- Cost Breakdown

Determining Eligibility

After a thorough review process, the Team will identify suitable options that have supplied evidence of all required documentation and have received positive endorsements from stakeholders.

Intergovernmental Coordination

We have in-depth knowledge and have vast experience coordinating and working with governmental entities, including the U.S. Treasury and numerous State of Florida agencies. GSG has also provided service to 60 counties in Florida, including Alachua County. GSG has provided Non-Ad Valorem assessment services to Alachua County since 2003 and is currently providing Stormwater Assessment services to the County. GSG also provides ARPA and other grant services to the City of Newberry, Florida. Our team members have decades of experience working within Florida and are very familiar with applicable state and U.S. Treasury requirements.

Status Reports

As part of our process to provide weekly and/or monthly updates to City stakeholders, we will include "health checks" with tracking outcomes of recovery spending.

Cost Tracking, Reporting, and Auditing Services

The Team will provide services to create best practices, ensure compliance, and mitigate waste and abuse associated with expenditures, the number of parties involved, and the overall complexity of projects and potential funds distributed to outside organizations. We will support the City in preparing annual performance reports and quarterly reports to prevent clawback of funds. We have a proven track record with similar reporting requirements with FEMA and CARES Act programs. Our Team collaborates with various stakeholders throughout the program to ensure that the City complies with government regulations. Our Team of experts quickly develops a comprehensive understanding of each client's program, grant, projects, budget, and capital sources. It applies our critical thinking and problem-solving skills to provide cost-effective solutions to their audit and compliance challenges. We view ourselves as an extension of the City

to help with the heavy lifting associated with the program. Our services include eligibility of costs submitted and adherence to the conditions set forth by the various types of local, state, and federal funds used to fund a project. Our Team has experience in disaster recovery, aviation, transportation, and many other applicable realms, enabling a proactive lesson learned approach to this engagement.

Our approach to Auditing Services will be based on the system that we've delivered to previous clients with ARPA programs of a similar scale. Base service tasks can include:

- Review application, contract, invoice
- Submittals to Governmental Agencies
- Prevention of claw back of funds
- Establishing the workflow with the City project team and accounting/finance staff
- Reviewing applications for processing
- Reconciling costs with the payment applications to the amounts
- Reviewing general conditions
- Closeout audit, which will include reviewing final costs

Overall Project Management Tasks that Apply to the City's ARPA Program

We will first establish the workflow through meetings with the City to ensure optimal results. These meetings will identify how items will be recorded, reviewed, revised, and processed. Once we have agreed upon the most effective invoice workflow with the City, we will communicate the process with the contractor to ensure a smooth implementation.

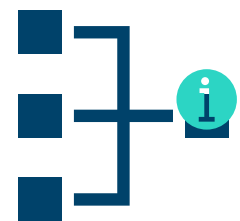
Additional service tasks that may fall under this contract include the following:

- Development of contract
- Provide consultation to develop industry-standard contract language for contract
- Review of proposals

Having knowledgeable compliance professionals involved in the project before execution is an investment that can pay dividends if problems arise on the project.

Information Management

Our Team has performed systems implementations and integrations for clients in government, transportation, utilities, military, and private sectors, managing billions of dollars of funding. We have experience implementing full-suite portfolio management software systems available in the industry and customized-built tools tailored to clients' needs. Our staff is well-versed in the numerous ERP systems, including Workday.



Administrative Duties

We acknowledge the intent of the given scope, and our comprehensive service will include, but not be limited to:

- Monitor program compliance, including all ARP Act requirements.
- Assist in establishing and maintaining financial processes.
- Provide technical advisory services related to recovery from COVID-19.
- Establish and maintain record-keeping systems.
- Assist with resolving monitoring and audit findings.
- Serve as monitoring liaison.

- Assist with the system of record, documentation, reports, change requests, the progress of projects.
- Provide Project Management Services that coordinate all stakeholders and vendor/contractor's implementation.
- Assist in public hearings.
- Assist staff in organizing, reviewing, evaluating, and auditing eligibility of requested projects using ARP Funds. This work shall include any payments made to outside agencies or cost-sharing projects with external agencies.
- Assist in tracking, maintaining, and reporting key project performance indicators, including output and outcome measures that describe each project and its impact.
- Maintain document files to support compliance.
- Research, develop and prepare grant applications and/or other public assistance documents.
- Collaborate with City on project formulation, information gathering, project development.
- Develop program guidelines, policies, procedures, implementation plans, or other pertinent documents.
- Assist in responding to Requests for Information from the United States Department of Treasury and/or other federal grants and/or state agencies.
- Provide and prepare public procurement documentation and any additional procurement assistance, including but not limited to preparing and writing requests for qualification, request for proposals, or other applicable procurement processes for identified projects that align with the grant and P.W. forms, all in compliance with Federal and State Law.
- Assist with the procurement of services, materials, rental/lease equipment, professional design services, or other items needed to implement grant projects—may include multiple bids for contracted work for various projects (in conjunction with the City).
- Attend meetings with FEMA, U.S. Treasury, or other agencies necessary on behalf of the City.
- Assist in reporting and submitting all necessary documentation to the U.S. Department of Treasury, including a required Recovery Plan performance report. This work shall include any interim, quarterly or annual reports and maintain and track all documentation submitted.
- Assist with and provide guidance regarding quality assurance documentation for conformance with the City's criteria and specifications.
- Provide and present periodic each project's status.
- Provide the City with grant/funding services to ensure funding is retained.

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Projects Similar to the Services Requested by the City



JEFFERSON COUNTY CARES ACT
AMERICAN RESCUE PLAN ACT
ADMINISTRATION

Jefferson County retained the team in September 2020 to administer the CARES Act program. We worked closely with representatives from the Florida Division of Emergency Management (FDEM) and Jefferson County in developing a CARES Act Program based on eligible and reimbursable expenditures that complied with Section 5001 of the CARES Act.

- Pre-Award eligibility determination,
- Application review to prevent duplication of benefits (Individuals and Non-Profit and Small Business)
- Development of consistent documentation requirements compliant to U.S. Treasury guidance, FDEM requirements, County policy, Clerk of the Court's financial policies, and external audit requirements are pursuant to single audit provisions as well as application provisions promulgated in 2CFR200.
- Ongoing grants management, and development of post-award compliance checklist and documentation retention

The team administered the distribution of assistance to individuals, small businesses, and non-profit organizations affected by the COVID-19 Pandemic. FDEM allocated Jefferson County \$2.7 million and assisted the County in securing the allocated funds. The County allotted over \$1.3 million for the individual, small business, and non-profit assistance programs. The County issued payments to qualified individuals, businesses, and non-profit organizations within four months. As an extension of the team, staff quickly, effectively.



NASSAU CARES
ACT ADMINISTRATION

Nassau County retained the team in June 2020 to administer the CARES Act program. We worked closely with representatives from the Florida Division of Emergency Management (FDEM) and Jefferson County in developing a CARES Act Program based on eligible and reimbursable expenditures that complied with Section 5001 of the CARES Act.

- Development of eligibility criteria for allowable programs or services,
- Pre-Award eligibility determination,
- Allowable cost or service review,
- Application review to prevent duplication of benefits (Individuals and Non-Profit and Small Business)
- Development of consistent documentation requirements compliant to U.S. Treasury guidance, FDEM requirements, County policy, Clerk of the Court's financial policies, and external audit requirements are pursuant to single audit provisions as well as application provisions promulgated in 2CFR200.
- Individual and small business assistance
- Ongoing grants management, and development of post-award compliance checklist and documentation retention

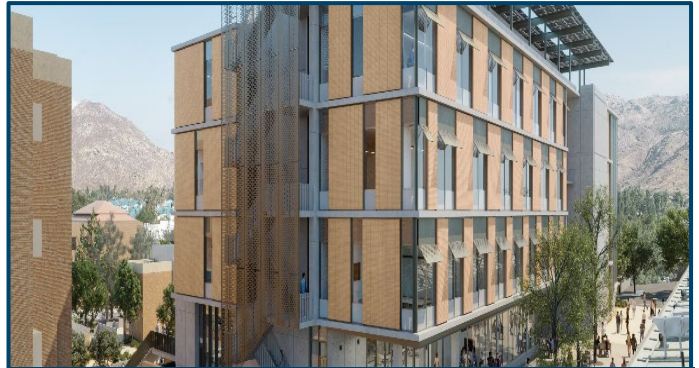
The County issued payments to qualified individuals, businesses, and non-profit organizations within four months. We quickly, effectively, and safely assembled a team to work on-site at the County. To accomplish these tasks, the team had to develop new processes and procedures, navigate complex solutions, and coordinate activities across multiple levels of County government and FDEM.



NASSAU COUNTY PROSPERITY PLAN
AMERICAN RESCUE PLAN ACT
ADMINISTRATION

Nassau County brought our team on board in April 2021 to help develop the County’s Prosperity Plan - the local application of the American Rescue Plan Act. As such, the Nassau Florida Prosperity Plan is an opportunity to leverage federal dollars to propel the greater community forward by expanding and diversifying our local economy, creating a more resilient economic ecosystem, facilitating equitable opportunity for wealth creation, and creating lasting public value. The Nassau City Prosperity Plan has been constructed around five overarching priorities which are interrelated and additive – each build one upon the other to create a whole that is greater than the sum of the parts.

- Strategic Investment in Infrastructure
- Strategic Investment in Local Business Incubation, Development and Acceleration
- Strategic Investment in Revenue Stabilization and Diversification
- Strategic Investment in Leveraging State/Federal Programs and Liaison Services/Technical Assistance for Non-profit Partners and Community Organizations
- Strategic Investment in Economic Uncertainty



CITY OF ALVIN, TEXAS ARP MANAGEMENT
AMERICAN RESCUE PLAN ACT

Our team was brought on board in November 2021 to help develop the City’s ARP program needs and- the local application of the American Rescue Plan Act. The City of Alvin is looking to leverage federal dollars to explore recovery and regrowth opportunities for the betterment of the city. Our team is going to aid the City of Alvin with the development of its needs analysis and long-term strategic plan. We will also be responsible for the oversight and compliance associated with performance reports and claw back prevention.

Since guidance from the U.S. Treasury is forthcoming, the guiding framework for developing specific strategic initiatives, projects, and programs aligned with the American Rescue Plan will take place for prepositioning efforts.

Other City and County Experience



GREATER ORLANDO AVIATION AUTHORITY
CIP
FINANCIAL DUTIES

As part of Orlando International Airport's efforts to implement leading practices in support of the Airport's \$3.8 Billion CIP, including the design and construction of a 15-gate international terminal and associated infrastructure, we were engaged to provide real-time contract, funding and payment compliance services whereby all contract awards including professional services, construction change orders, and construction contracts and capital expenditures are fully audited prior to encumbrance and payment. Our team was responsible for preparing risk assessments of construction changes, budget exposure, funding exposure, and time utilization exposure on all capital development. We also perform schedule evaluations on all change orders requesting additional time. On behalf of the client, we perform independent scope, cost, and schedule validation for all projects to be included in the Airport's CIP and provides strategic planning services relative to the Airport's CIP.

This program included cost tracking and reporting, budget development, funding plans, cost segregation, invoice audits for contract compliance, funding recommendations, assistance with guaranteed maximum price (GMP) negotiations, review of trade awards and contingency requests to Construction Committee, assistance with financial closeout activities, and other related services as requested by the Authority's Planning, Engineering and Construction departments. Staff audited approximately 1,800 pay applications,



RONALD MCDONALD HOUSE OF AKRON
NON-PROFIT PROJECT EXPERIENCE

Ronald McDonald House of Akron completed a fundraising campaign to raise funds to renovate and expand their existing House in the City of Akron. The current house was over thirty years old and needed to be completely renovated and expanded to be modernized and to meet the increasing demand for their services. The project entailed a new three-story addition while the current house is fully functional. The project added an additional 60 rooms to their facility.

The Ronald McDonald House in partnership with Akron Children's Hospital awarded to Anser Advisory Company a contract for Owner's Representative Services. Anser was tasked with developing the RFP for the Construction Manager-at-Risk (CMAR). Anser provided budget and schedule control throughout the project. During design, Anser provided owner's representative services that include cost estimates, design reviews and coordination, and constructability reviews. Anser also provided quality assurance to the Owner during the construction and post-construction phase.

Given the nature of the services that the Ronald McDonald House provides to local families, Anser coordinated an effort to obtain donated materials and services from local and national organizations. This service provided cost-savings to the project to meet the goals of Ronald McDonald House during the expansion.



TEXAS DIVISION OF EMERGENCY
MANAGEMENT
FEDERAL FUNDING & GRANT
MANAGEMENT

As part of our work on the Texas Division of Emergency Management (TDEM), our team capabilities cover federally funded local projects, property studies, administrative management, and grant compliance for the entire state.

The TDEM serves the State of Texas by managing the all-hazards emergency management plan for the state. As an extension of the team, staff quickly and effectively provided staff support on the engagement for the FEMA Public Assistance (PA) Grant compliance reviews for statewide applicants including review of submitted costs, preparation of review files, and development of PA PW review process and associated compliance activities from 2012 up until 2018.

Program controls included weekly, monthly, quarterly, and annual reporting, audit support, funding compliance, and complete project management including QA/QC, change management, financial and reconciliation. Our keys to success in this project included: clear and concise communication between stakeholders and project status updates to maintain consistency and development of process to improve efficiency.



MISSISSIPPI EMERGENCY MANAGEMENT
ADMINISTRATION
FEDERAL FUNDING & GRANT
MANAGEMENT

Anser's in-house disaster recovery expertise has serviced numerous clients throughout the country as communities rebuild and return to prosperity following impactful events.

Anser provided emergency response financial management oversight services for the State of Mississippi, Mississippi Emergency Management Administration (MEMA) following Hurricane Katrina covering the entire state. This on-going engagement focuses on developing and implementing business processes to track, review, and report on construction expenditures and disbursements of federal funds by the State of Mississippi to over 780 public applicants statewide. Results to date include a de-obligation rate of less than 0.50%. Services include review of applicants' financial documents, Project Worksheets and supporting documentation including review of contractors' applications for payment and applicants' force account and financial records prior to disbursement of federal funds. Cost tracking and status reporting is achieved using a proprietary cost tracking and reporting system. Processes, procedures and outcomes used in this have been identified by the Government Accountability Office (GAO) as leading practices in financial administration of PA program (08-1120, 09-129 and 09-437T).

References

Project Details	Project Name, Location	Prosperity Plan - Local Application of the American Rescue Plan Act, Nassau CARES - CARES Act - Nassau County, FL
	Owner	Nassau County Board of County Commissioners
	Client Reference	Taco A. Pope, County Manager, tpope@nassaucountyfl.com, 904-530-6010

Project Details	Project Name, Location	Deerfield Beach, Florida American Rescue Plan Services
	Owner	City of Deerfield Beach - City Commission
	Client Reference	David Santucci, City Manager, dsantucci@deerfield-beach.com, 954-480-4261

Project Details	Project Name, Location	North Lauderdale, Florida American Rescue Plan Services
	Owner	City of North Lauderdale - City Commission
	Client Reference	Tammy Reed-Holguin, Community Development Director, tholguin@nlauderdale.org, 954-722-0900

Project Details	Project Name, Location	JeffCo CARES - CARES Act Jefferson County, FL
	Owner	Jefferson County Board of County Commissioners
	Client Reference	Kirk Reams, Clerk of the Court, kreams@jeffersonclerk.com, 850-997-2185

Project Details	Project Name, Location	Greater Orlando Aviation Authority, Capital Improvement Program, Orlando, FL
	Owner	Greater Orlando Aviation Authority
	Client Reference	Davin Ruohomaki, Senior Director, Engineering and Construction, druohomaki@goaa.org, 407-825-3105

Sample Insurance Certificate



ANSERAD-01

TWANYOIKE

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
12/14/2021

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 Ames & Gough 8300 Greensboro Drive Suite 980 McLean, VA 22102		CONTACT NAME PHONE (A/C, No, Ext) (703) 827-2277 FAX (A/C, No) (703) 827-2279 E-MAIL ADDRESS admin@amesgough.com															
INSURED Government Services Group, Inc. 1500 Mahan Drive Tallahassee, FL 32308		<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A National Fire Insurance Company of Hartford A(XV)</td> <td>20478</td> </tr> <tr> <td>INSURER B Continental Insurance Company A(XV)</td> <td>35289</td> </tr> <tr> <td>INSURER C American Casualty Co of Reading, PA A(XV)</td> <td>20427</td> </tr> <tr> <td>INSURER D Evanston Insurance Company</td> <td>35378</td> </tr> <tr> <td>INSURER E</td> <td></td> </tr> <tr> <td>INSURER F</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A National Fire Insurance Company of Hartford A(XV)	20478	INSURER B Continental Insurance Company A(XV)	35289	INSURER C American Casualty Co of Reading, PA A(XV)	20427	INSURER D Evanston Insurance Company	35378	INSURER E		INSURER F	
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INSURER C American Casualty Co of Reading, PA A(XV)	20427																
INSURER D Evanston Insurance Company	35378																
INSURER E																	
INSURER F																	

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

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 GENL AGGREGATE LIMIT APPL ES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC OTHER:			7011411355	10/26/2021	1/17/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 15,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY OTHER:			7011411369	10/26/2021	1/17/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			7011652381	10/26/2021	1/17/2023	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCR PTION OF OPERATIONS below		Y/N N N/A	7011411372	10/26/2021	1/17/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACC DENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	Professional Liab.			MKLV7PL0004397	10/26/2020	1/17/2022	Per Claim/Aggregate 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 City of Plantation is included as additional insureds with respects to General Liability and Umbrella Liability when required by written contract.

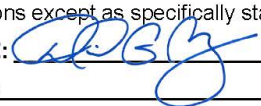
CERTIFICATE HOLDER The City of 400 NW 73rd Avenue FL 33317		CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Ames & Gough</i>	
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Appendix A – Required Forms

RFQ Cover Page

RFQ COVER SHEET

<p>City of Gainesville</p>	<p>Procurement Division (352) 334-5021 (main)</p>
	<p>Issue Date: December 10, 2021</p>
<p>REQUEST FOR QUALIFICATIONS: #CMGR-220033-GD Consulting Services for Oversight and Compliance for American Rescue Plan Act of 2021 and Other Grant Funds</p>	
<p>PRE-PROPOSAL MEETING: <input type="checkbox"/> Non-Mandatory <input type="checkbox"/> Mandatory <input checked="" type="checkbox"/> N/A <input type="checkbox"/> Includes Site Visit DATE: n/a TIME: n/a LOCATION: n/a</p>	
<p>QUESTION SUBMITTAL DUE DATE: December 20, 2021, 3:00pm EDT</p>	
<p>DUE DATE FOR UPLOADING PROPOSAL: December 27, 2021 3:00pm</p>	
<p>SUMMARY OF SCOPE OF WORK: The City of Gainesville, FL (City) is requesting qualifications from qualified accounting and/or legal consulting firms for services related to guidance, oversight, and compliance for American Rescue Plan Act of 2021 funds and/or other monies made available to the City through other government agencies and initiatives in the future.</p>	
<p>For questions relating to this solicitation, contact: Gayle Dykeman, dykemangb@cityofgainesville.org</p>	
<p>Proposer is <u>not</u> in arrears to City upon any debt, fee, tax or contract: <input checked="" type="checkbox"/> Proposer is NOT in arrears <input type="checkbox"/> Proposer IS in arrears Proposer is not a defaulter, as surety or otherwise, upon any obligation to City: <input checked="" type="checkbox"/> Proposer is NOT in default <input type="checkbox"/> Proposer IS in default</p>	
<p>Proposers who receive this bid from sources other than City of Gainesville Procurement Division or DemandStar.com MUST contact the Procurement Division prior to the due date to ensure any addenda are received in order to submit a responsible and responsive offer. Uploading an incomplete document may deem the offer non-responsive, causing rejection.</p>	
<p>ADDENDA ACKNOWLEDGMENT: Prior to submitting my offer, I have verified that all addenda issued to date are considered as part of my offer: Addenda received (list all) # _____</p>	
<p>Legal Name of Proposer: <u>Government Services Group, Inc. (GSG)</u> DBA: <u>Government Services Group, Inc. (GSG)</u> Authorized Representative Name/Title: <u>David G. Jahosky, Vice President</u> E-mail Address: <u>djahosky@govserv.com</u> FEIN: <u>59-3419105</u> Street Address: <u>1500 Mahan Drive, Suite 250, Tallahassee, Florida 32308</u> Mailing Address (if different): _____ Telephone: (<u>850</u>) <u>681-3717</u> Fax: (<u>850</u>) <u>224-7206</u></p>	
<p>By signing this form, I acknowledge I have read and understand, and my business complies with all General Conditions and requirements set forth herein; and, <input checked="" type="checkbox"/> Proposal is in full compliance with the Specifications. <input type="checkbox"/> Proposal is in full compliance with the Specifications except as specifically stated and attached hereto.</p>	
<p>SIGNATURE OF AUTHORIZED REPRESENTATIVE:  SIGNER'S PRINTED NAME: <u>David G. Jahosky</u> DATE: <u>12-27-2021</u></p>	

This page must be completed and uploaded to DemandStar.com with your Submittal.

Consulting Services for Oversight and Compliance for American Rescue Plan Act of 2021 and Other Grant Funds | Page 1

Drug-Free Workplace Form – Exhibit A

Exhibit A DRUG-FREE WORKPLACE FORM

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

Government Services Group, Inc.

does: _____ (Name of Proposer)

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 the 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 or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, 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 proposer complies fully with the above requirements.



Proposer Signature

12-27-2021

Date

Exhibit A
DRUG-FREE WORKPLACE FORM

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

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does: (Name of Proposer)

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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 proposer complies fully with the above requirements.



Proposer Signature

12-27-2021

Date

Proposer Verification – Exhibit B

Exhibit B
PROPOSER VERIFICATION FORM

LOCAL PREFERENCE (Check one)

Local Preference requested: YES NO

A copy of the following documents must be included in your submission if you are requesting Local Preference:

- ~~• Business Tax Receipt~~
- ~~• Zoning Compliance Permit~~

Qualified Small Business and/or Service-Disabled veteran Business Status (Check one)

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Small Business? YES NO

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Service-Disabled Veteran Business? YES NO

REGISTERED TO DO BUSINESS IN THE STATE OF FLORIDA

Is Proposer registered with Florida Department of State's, Division of Corporations, to do business in the State of Florida? YES NO (refer to Part 1, 1.6, last paragraph)

If the answer is "YES", provide a copy of SunBiz registration or SunBiz Document Number (# P96000104587)

If the answer is "NO", please state reason why:

See Attached

DIVERSITY AND INCLUSION (Applies to solicitations above \$50,000)

Does your company have a policy on diversity and inclusion? YES NO

If yes, please attach a copy of the policy to your submittal.

Note: Possessing a diversity and inclusion policy will have no effect on the City's consideration of your submittal, but is simply being requested for information gathering purposes.

Government Services Group, Inc.

Proposer Name

David G. Jahosky, Vice President

Printed Name/Title of Authorized Representative



Signature of Authorized Representative

12-27-2021

Date

Items **struck through** are not relevant to this solicitation.

2021 FLORIDA PROFIT CORPORATION ANNUAL REPORT

DOCUMENT# P96000104587

Entity Name: GOVERNMENT SERVICES GROUP, INC.

Current Principal Place of Business:

1500 MAHAN DR.
SUITE 250
TALLAHASSEE, FL 32308

Current Mailing Address:

1500 MAHAN DR.
SUITE 250
TALLAHASSEE, FL 32308

FEI Number: 59-3419105

Certificate of Status Desired: Yes

Name and Address of Current Registered Agent:

LINDSAY, KATHY E
1500 MAHAN DRIVE STE 250
TALLAHASSEE, FL 32308 US

The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.

SIGNATURE:

Electronic Signature of Registered Agent

Date

Officer/Director Detail :

Title DIRECTOR, PRESIDENT
Name SHEETS, ROBERT E
Address 1500 MAHAN DRIVE STE 250
City-State-Zip: TALLAHASSEE FL 32308

Title VP
Name SPRATT, STEPHEN M
Address 280 WEKIVA SPRINGS ROAD, SUITE 2000
City-State-Zip: LONGWOOD FL 32779

Title SECRETARY, TREASURER, CFO
Name LINDSAY, KATHY E
Address 1500 MAHAN DR. SUITE 250
City-State-Zip: TALLAHASSEE FL 32308

Title VICE PRESIDENT
Name JAHOSKY, DAVID G
Address 1500 MAHAN DR. SUITE 250
City-State-Zip: TALLAHASSEE FL 32308

I hereby certify that the information indicated on this report or supplemental report is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am an officer or director of the corporation or the receiver or trustee empowered to execute this report as required by Chapter 607, Florida Statutes; and that my name appears above, or on an attachment with all other like empowered.

SIGNATURE: KATHY E LINDSAY

CFO

01/14/2021

Electronic Signature of Signing Officer/Director Detail

Date



Employee Handbook

January 1, 2021

1.3 Diversity, Equity and Inclusion

At Anser Advisory, we embrace and value diversity, and foster an inclusive environment. As an equal-opportunity employer, we do not discriminate against applicants or team members based on race, color, religion, sex, sexual orientation, gender identity, national origin, age, physical or mental disability, genetic information, Veteran status, or any other category protected by applicable federal, state, or local laws. Part of being a creative, successful team is listening to a variety of voices. Your unique background, perspectives, and experiences are warmly welcomed as a valuable contribution to our team. Not only do we celebrate diversity in our workforce, but we also celebrate the diversity of our clients.

We hire great people from a wide variety of backgrounds because it makes our firm stronger. Each of us contributes to an inclusive environment in the way we act, our level of commitment, encouragement to others to share their ideas, and our everyday, outstanding teamwork to support our clients. Simply put, our firm is better . . . because of you.

References Form – Exhibit C

Exhibit C
REFERENCE FORM

Name of Proposer Government Services Group, Inc.

Provide information for three references of similar scope performed within the past three years. You may include photos or other pertinent information.

#1 Year(s) services provided (i.e. 1/2015 to 12/2018): 2020-12/2021

Company Name: Nassau County, Florida/Board of County Commissioners
Address: 96135 Nassau Place, Suite 1
City, State Zip: Yulee, Florida 32097
Contact Name: Taco Pope, County Manager
Phone Number: (904) 530-6010 Fax Number: _____
Email Address (if available): tpope@nassaucountyfl.com

#2 Year(s) services provided (i.e. 1/2015 to 12/2018): 6/2021 - 12/2021

Company Name: City of Deerfield Beach, Florida
Address: 150 NE 2nd Ave
City, State Zip: Deerfield Beach, FL 33441
Contact Name: David Santucci, City Manager
Phone Number (954)480-4261 Fax Number: _____
Email Address (if available): DSantucci@deerfield-beach.com

#3 Year(s) services provided (i.e. 1/2015 to 12/2018): _____

Company Name: North Lauderdale, Florida
Address: 701 Southwest 71st Ave.
City, State Zip: North Lauderdale, Florida 33068
Contact Name: Ms. Tammy Reed-Holguin, Community Development Director
Phone Number: (954) 722-0900 Fax Number: _____
Email Address (if available): tholguin@nlauderdale.org

Proposers W-9

GSG is currently an active vendor with the City of Gainesville, Florida, since 2007. We would be happy to provide an updated form if necessary. No information has changed since the agreement GSG signed in 2021 with the City to provide Fire Rescue Assessment Services.

Addendum No. 1

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 COMPANY NAME: Government Services Group

SIGNATURE: 

LEGIBLY PRINT NAME: David G. Jahosky, Vice President

DATE: 12-27-2021

Appendix B – Resumes



ADAM SHAW, MRICS, MAIQS

QUALITY CONTROL & ASSURANCE SUBJECT MATTER ADVISOR

Adam Shaw has built a diverse career in advisory through various countries, sectors, and end services. Building from his core competency of project management, his career has been defined by delivering projects that others thought impossible. From hospitals to highways and courthouses to convention centers, Adam has shaped over \$12 billion dollars of projects for a mix of both the public and private sector clients. Adam is a highly respected P3 advisor, and his insight is invaluable to his clients in leading the assessment of strategies across design, construction, maintenance/operations, and project delivery.

His roles include public-side and bid assistance to major consortia on the development of facilities management service delivery approaches as well as bottom-up pricing and lifecycle modeling. Adam has also acted on a number of full-service operator-led deals, including light rail transit, prisons, hospitals, and civic buildings.

Education

Bachelor of Science, Quantity Surveying, The Robert Gordon University, Aberdeen, U.K.

Diploma, Construction Architect, Copenhagen School of Design & Technology

Licenses/Certifications

Green Star Accredited Professional

Organizations/Affiliations

Member, Australian Institute of Quantity Surveyors (MAIQS)

Member, Royal Institution of Chartered Surveyors (MRICS)

Experience

Years' Experience:

16 Years with Anser:

1

REPRESENTATIVE EXPERIENCE

State of Hawai'i, New Aloha Stadium Entertainment District (NASED) Transit-Oriented Development (TOD) & O'ahu Community Correctional Center (OCCC), Honolulu, HI

Commencing in 2018 as Development Advisor, Adam has worked at a senior level with the State of Hawai'i to develop two of their first DBFM deals. Working with the Department of Accounting and General Services and State Procurement Office and attached agencies, Adam has been recognized as a leading advisor to the State.

The NASED program reflects one of the largest and most ambitious State-sponsored projects for Hawai'i. Encompassing multiple phases of real estate monetization and infrastructure delivery, the program has been developed by the W.T. team to reflect a long-term value-capture across 98 acres centered around a new replacement stadium/entertainment district and capitalizing upon the Honolulu Authority for Rapid Transportation (HART) TOD Plan.

In the same neighborhood district of Hawala, Adam leads the strategic positioning and planning for a new OCCC jail project, the first new correctional development in Hawai'i in 30 years. Both commissions reflect the critical ability to take deep knowledge and expertise and translate it into a model that works specifically for the State of Hawai'i in its unique position culturally and geographically. It is a lesson in listening, understanding, and defining a successful pathway, leveraging unique insight into what the public and private sectors can achieve when structured successfully together in partnership.

Honolulu Authority for Rapid Transportation (HART), Honolulu Rail Transit Project, Honolulu, HI
Adam was engaged in this joint procurement between HART and the City of Honolulu on the design and construction of the City Center Guideway and Stations Segment, Pearl Highlands Parking Structure, Transit Center, and Ramp. The project will provide a high-capacity rapid transit service in the travel corridor between East Kapolei and Ala Moana Center. As Executive Lead, Adam oversaw the provision of lender's technical advisory services to Plenary Americas/the consortium, which comprises a holistic review of one of the shortlisted consortium's design, construction, and operational solutions. He also served as the main point of contact for the consortium and has continued to liaise with key stakeholders to identify and address key contractual and commercial issues in the RFP.

Due to the complex interfaces inherent in this transaction, Adam also led the in-depth analysis of the operations and maintenance requirements and approach methodology to ensure appropriate risk transfer.



DAVID G. JAHOSKY
PROJECT DIRECTOR

David brings highly specialized experience helping local governments become more efficient and focused on staffing analysis to program and infrastructure funding and accounting. David has helped local and state governments develop the processes and policies necessary for greater human and financial resource efficiency from studies to identify cost optimization and revenue recovery to grant compliance and performance audits.

David spent 14 years with a "Big 4" accounting firm in the regulatory compliance practice for State and Local Governments. David is currently managing a premier team specializing in grants administration services, including Davis-Bacon and prevailing wage rates. The scope of services provided by our Team includes American Rescue Plan Act, CARES Act, CDBG, CDBG-DR, and SHIP and CARES Act grants management, grants administration, and grants compliance.

Education

Master of Arts, Political Science, The University of Florida

Bachelor of Arts, Political Science, The University of Florida

Licenses/Certifications

Certificate of Public Administration - University of Florida, 1993

Organizations/Affiliations

Member, Government Finance Officers Association

Member, Project Management Institute

Experience

Years' Experience: 27

Years with Anser: 5

REPRESENTATIVE EXPERIENCE

Nassau County, Florida – American Rescue Plan

Nassau County retained GSG in April 2021 to help develop the County's Prosperity Plan - the local application of the American Rescue Plan Act. As such, the Nassau Florida Prosperity Plan is an opportunity to leverage federal dollars to propel the greater community forward by expanding and diversifying our local economy, creating a more resilient economic ecosystem, facilitating an equitable opportunity for wealth creation and creating lasting public value.

The Nassau County Prosperity Plan has been constructed around five overarching priorities that are interrelated and additive – each builds one upon the other to create a whole greater than the sum of the parts.

- Strategic Investment in Infrastructure
- Strategic Investment in Local Business Incubation, Development and Acceleration
- Strategic Investment in Revenue Stabilization and Diversification
- Strategic Investment in Leveraging State/Federal Programs and Liaison Services/Technical Assistance for Non-profit Partners and Community Organizations
- Strategic Investment in Economic Uncertainty

Nassau County, Florida – Nassau CARES

Nassau County retained the Team in June 2020 to administer the CARES Act program. We worked closely with representatives from the Florida Division of Emergency Management (FDEM) and the County in developing a CARES Act Program based on eligible and reimbursable expenditures that complied with Section 5001 of the CARES Act.

- Development of eligibility criteria for allowable programs or services,
- Pre-Award eligibility determination,
- Allowable cost or service review,
- Application review to prevent duplication of benefits (Individuals and Non-Profit and Small Business)
- Development of consistent documentation requirements compliant to U.S. Treasury guidance, FDEM requirements, County policy, Clerk of the Court's financial policies, and external audit requirements are pursuant to single audit provisions as well as application provisions promulgated in 2CFR200.
- Individual and small business assistance
- Ongoing grants management and development of post-award compliance checklist and documentation retention

The County issued payments to qualified individuals, businesses, and non-profit organizations within four months. We quickly, effectively, and safely assembled a team to work on-site at the County. To accomplish these tasks, the Team had to develop new processes and procedures, navigate complex solutions, and coordinate activities across multiple levels of County government and FDEM.



CHRIS POLISCHUCK
PROJECT MANAGER

Chris has been serving public sector entities exclusively for over 35 years, including State of Florida clients for over 20 years, including over ten years with a "Big 4 accounting firm," helping them meet the challenges they face in serving the public good – achieving regulatory compliance, improving operations and performance, and enhancing accountability and reporting. Chris has extensive experience in government client service delivery and project management at all levels of government. Chris' current and past clients include large state agencies, counties, cities, transit agencies, and the Federal government.

Education

Master of Public Administration, The Ohio State University

Bachelor of Business Administration, The Ohio State University

Organizations/Affiliations

Member, Government Finance Officers Association

Member, Association of Government Accountants

Experience

Years' Experience:

35 Years with Anser:

3

REPRESENTATIVE EXPERIENCE

Nassau County, Florida – American Rescue Plan

Nassau County retained GSG in April 2021 to help develop the County's Prosperity Plan - the local application of the American Rescue Plan Act. As such, the Nassau Florida Prosperity Plan is an opportunity to leverage federal dollars to propel the greater community forward by expanding and diversifying our local economy, creating a more resilient economic ecosystem, facilitating an equitable opportunity for wealth creation and creating lasting public value.

The Nassau County Prosperity Plan has been constructed around five overarching priorities that are interrelated and additive – each builds one upon the other to create a whole greater than the sum of the parts.

- Strategic Investment in Infrastructure
- Strategic Investment in Local Business Incubation, Development and Acceleration
- Strategic Investment in Revenue Stabilization and Diversification
- Strategic Investment in Leveraging State/Federal Programs and Liaison Services/Technical Assistance for Non-profit Partners and Community Organizations
- Strategic Investment in Economic Uncertainty

Nassau County, Florida – Nassau CARES

Nassau County retained the Team in June 2020 to administer the CARES Act program. We worked closely with representatives from the Florida Division of Emergency Management (FDEM) and the County in developing a CARES Act Program based on eligible and reimbursable expenditures that complied with Section 5001 of the CARES Act.

- Development of eligibility criteria for allowable programs or services,
- Pre-Award eligibility determination,
- Allowable cost or service review,
- Application review to prevent duplication of benefits (Individuals and Non-Profit and Small Business)
- Development of consistent documentation requirements compliant to U.S. Treasury guidance, FDEM requirements, County policy, Clerk of the Court's financial policies, and external audit requirements are pursuant to single audit provisions as well as application provisions promulgated in 2CFR200.
- Individual and small business assistance
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The County issued payments to qualified individuals, businesses, and non-profit organizations within four months. We quickly, effectively, and safely assembled a team to work on-site at the County. To accomplish these tasks, the Team had to develop new processes and procedures, navigate complex solutions, and coordinate activities across multiple levels of County government and FDEM.



ROBERT COREY BURBACH
PROGRAM MANAGEMENT, WORKSTREAM LEAD

Corey Burbach is a results-oriented financial and project management professional specializing in facilities planning and funding with almost ten years of experience. He provides a wide variety of facility planning services to help school districts across the United States with their facility options. As a registered Financial Advisor, Corey understands the financing side of school facilities planning. He performs various analyses relating to facility assessments, long-range facilities master plans, and educational adequacy. Corey has focused on ESSER and ARP funding for municipalities since the onset of the pandemic.

His deep experience in the public sector advisory offers him the ability to help municipalities plan and execute their financing and capital programming needs. Corey developed pro forma and funding models for identified capital projects and created customized solutions based on the client's needs. He identified and developed refunding strategies to reduce outstanding debt obligations for existing clients and business development efforts. As a facility planning consultant, he developed a new service for school districts looking to successfully reopen during the pandemic which adhering to the guidelines established by the Educational Agency.

Education

Bachelor of Science,
 BusinessEconomics,
 University of Arizona,
 Tucson, AZ

Licenses/Certifications

Series 50: Municipal
 AdvisorRepresentative

Experience

Years' Experience: 8

Years with Anser: 1

REPRESENTATIVE EXPERIENCE

American Rescue Plan Client Experience

- City of Ocoee, Florida
- City of Dania Beach, Florida
- Nassau County, Florida
- City of Everett, Massachusetts
- City of Cherry Hill, New Jersey
- City of Scranton, Pennsylvania
- City of Alvin, Texas

Corey has provided various facilities planning, long-term planning, owner's agent, and financial oversight services for school districts across Texas and California.

- Arlington Independent School District, Facilities Master Plan & Educational Specifications, TX
- Bay City Independent School District, Enrollment Projections, TX
- Beaumont Unified School District, Developer Negotiations; Facilities Master Plan; Funding Program; Financial Advisory Services, CA
- Brentwood Union School District, Developer Negotiations; Funding Program, CA
- Campbell Union High School District, Demographic Analyses, CA
- Compton Unified School District, DSA Project Closeout, CA
- Fort Bend Independent School District, Strategic Facilities Planning, TX
- Gregory-Portland Independent School District, Facilities Planning, TX
- Jurupa Unified School District, Financial Advisory; CFD Formation; Developer Negotiations; Special Tax Bonds, CA
- Livingston Independent School District, Strategic Facilities Planning, TX
- Lodi Unified School District, Funding Program, CA
- Merced City School District, Financial Advisory, CA
- Mountain View School District, Developer Negotiations, CA
- Murrieta Valley Unified School District, CFD Formation, CA
- North Monterey County Unified School District, Demographic Analyses, CA
- San Lorenzo Unified School District, Financial Advisory, CA
- Santa Rita Union School District, Facilities Master Plan, CA
- South Monterey County High School District, Demographic Analyses, CA
- Tuloso-Midway Independent School District, Facilities Master Planning & Facilities Assessments, TX



JOSEPH SHEETS, MBA
TEAM LEAD, PROGRAM MANAGEMENT

Joseph specializes in applying the American Rescue Plan. He is responsible for working closely with the Team to ensure the success of all workstreams. As the Project Manager for several American Rescue Plan clients, Joseph has helped create Standard Operating Procedures for project eligibility determinations, risk mitigation, and revenue loss analysis. His understanding of the American Rescue Plan and its complexities has helped clients maximize their usage of funds, mitigate potential clawback exposure, and create communications plans for their staff and communities.

Joseph served in the private sector for 12 years, innovating dynamic solutions to modern business challenges. As a transformative leader for a private firm with over \$600 million in revenue, he helped create new strategies in operational efficiency, supply chain, logistics, price optimization, market strategy, and project management. He created and implemented new market strategies across Florida, helping businesses understand and cater to local markets more effectively. His skills in supply chain management established lasting procedures and protocols that maximized savings at every cost center. Joseph utilizes his extensive private sector experience and skills to enhance local government services.

Education

Master of Business Administration, The University of Central Florida
 Bachelor of Arts, The University of Central Florida

Organizations/Affiliations

Member, Government Finance Officers Association

Experience

Years' Experience:
 12Years with Anser:
 1

REPRESENTATIVE EXPERIENCE

Nassau County, Florida – American Rescue Plan

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- Strategic Investment in Revenue Stabilization and Diversification
- Strategic Investment in Leveraging State/Federal Programs and Liaison Services/Technical Assistance for Non-profit Partners and Community Organizations
- Strategic Investment in Economic Uncertainty

American Rescue Plan Client Experience

Representative Florida Clients

- City of Dania Beach, Florida
- City of Fernandina Beach, Florida
- City of Lake Wales, Florida
- City of Leesburg, Florida
- City of Lighthouse Point, Florida
- City of Mascotte, Florida
- City of Monticello, Florida
- City of North Lauderdale, Florida
- City of Ocoee, Florida
- City of Titusville, Florida
- City of Vero Beach, Florida
- Jefferson County, Florida
- Nassau County, Florida

Other Local Governments Clients

- City of Everett, Massachusetts
- City of Cherry Hill, New Jersey
- City of Scranton, Pennsylvania
- City of Alvin, Texas

**BEN "STEVE" STEVENS, CPA**
FINANCIAL COMPLIANCE WORKSTREAM LEAD

Since 1989, Steve has provided assurance, consulting, and other accounting services, including five years with a Big Four firm he left in a Director capacity. Additionally, he has over ten years of FEMA Public Assistance Programs experience.

- Industries served include government, not-for-profit, for-profit, insurance, and health and human services.
- Responsibilities include managing and directing staff performing performance audits, operational reviews, cost plans, Medicaid audits, and various consulting projects.
- Steve's previous work experience includes public accounting, Interim Director of the Office of Management and Budget of the Escambia County Board of County Commissioners, Commissioner for Public Service Commission (position appointed by the Governor), business owner, and Chief Financial Officer of Escambia County Sheriff's Office.
- Previous responsibilities include financial reporting, auditing, budgeting, human resources, risk management, employee benefits, grants, research, and procurement.
- Throughout his career, Steve has focused on the challenges governments face with limited resources to provide services, improve performance, achieve regulatory compliance, and enhance transparency and accountability.

Education

Bachelor of Science,
Accounting, Florida State
University

Bachelor of Science, Finance,
Florida State University

Licenses/Certifications

Certified Public
Accountant

Organizations/Affiliations

Member, Government Finance
Officers Association

Member, Association of
Government Accountants

Member, Florida Institute of
Certified Public Accountants

Experience

Years' Experience:

32

REPRESENTATIVE EXPERIENCE**Sarasota County, Florida – Sarasota CARES**

Sarasota County retained the THF in September 2020 to administer the individual, small business, and non-profit assistance program. The Team, which disbursed over \$60 million in aid, worked closely with representatives from County in developing a CARES Act Program based on eligible and reimbursable expenditures that complied with Section 5001 of the CARES Act.

- Reviewed eligibility criteria for allowable programs or services,
- Pre-Award eligibility determination,
- Allowable cost or service review,
- Application review to prevent duplication of benefits (Individuals and Non-Profit and Small Business)
- Development of consistent documentation requirements compliant to U.S. Treasury guidance, FDEM requirements, County policy, Clerk of the Court's financial policies, and external audit requirements are pursuant to single audit provisions as well as application provisions promulgated in 2CFR200.

Within six months, the County issued over \$60 million in payments to qualified individuals, businesses, and non-profit organizations. We quickly, effectively, and safely assembled a team to work on-site at the County. To accomplish these tasks, the Team had to develop new processes and procedures, navigate complex solutions, and coordinate activities across multiple levels of County government.

Nassau County, Florida – Nassau CARES

THF assisted the Nassau County team in administering the CARES Act program. Worked closely with the County in developing a CARES Act Program based on eligible and reimbursable expenditures that complied with Section 5001 of the CARES Act.

- Reviewed eligibility criteria for allowable programs or services,
- Pre-Award eligibility determination,
- Allowable cost or service review,
- Application review to prevent duplication of benefits (Individuals and Non-Profit and Small Business)
- Development of consistent documentation requirements compliant to U.S. Treasury guidance, FDEM requirements, County policy, Clerk of the Court's financial policies, and external audit requirements are pursuant to single audit provisions as well as application provisions promulgated in 2CFR200.



TAFF LAIO, CCA
TEAM LEAD, FINANCIAL COMPLIANCE

Taff Liao is a manager with 13 years of accounting and finance experience, primarily within the construction industry. He has worked on a broad range of construction within various sectors, including private and public sector clients. He has experience managing the accounting of various contract types throughout his tenure.

Prior to joining Anser, Taff was a controller for a mid-sized multi-residential construction firm. He obtained this role after his tenure of eight years with one of the largest construction firms in the world, where he held roles such as field accounting manager, financial manager, and project accountant. His most recent experience was as a field accounting manager on an over \$200 million industrial project. He had been promoted to following his tenure at the Dr. Phillips Center as part of the Owner Representative Team.

Education

Bachelor of Science, Finance,
 Florida State University,
 Tallahassee, FL

Bachelor of Science, Real Estate,
 Florida State University,
 Tallahassee, FL

Licenses/Certifications

Certified Construction Auditor
 (CCA)

Organizations/Affiliations

National Association of
 Construction Auditors

Construction Financial
 Management Association

Experience

Years' Experience: 13

Years with Anser: 4

REPRESENTATIVE EXPERIENCE

American Rescue Plan Client Experience

Representative Florida Clients

- City of Dania Beach, Florida
- City of Brooksville, Florida
- City of North Lauderdale, Florida
- City of Ocoee, Florida
- Nassau County, Florida

Other Local Governments Clients

- City of Everett, Massachusetts
- City of Cherry Hill, New Jersey
- City of Scranton, Pennsylvania
- City of Alvin, Texas

Anser Advisory, LLC, Various Invoice Compliance Projects, Orlando, FL

As a manager, Taff learns the various client construction invoice procedure and seamlessly integrates an invoice review process. He reviews invoices for cost, contract, and funding compliance; provides guidance to associates on proper invoice review techniques; and reads and understands all budget, buyout, and contingency items as well as construction contracts and consulting agreements. Taff currently helps clients with invoice review, funding, and budget issues.

PCL Industrial, Freeport, TX

As field accounting manager, Taff managed the accounting department for a \$200 million self-perform project with nearly \$1 billion total investment cost, including payroll for over 1,300 employees. He provided strategic guidance on contractual matters to the Project Director; reviewed contract amendments and client correspondence letters; worked with the client to resolve contractual issues of monthly invoices; and reduced the accounts receivable aging from an average of over 50 days overdue to five days.

PCL, Dr. Phillips Center for the Performing Arts, Orlando, FL

As a financial manager, Taff developed new processes and reports for the program, reducing payables over 30 days. He audited the Construction Manager's and Architect's general conditions monthly, maintained program budget reporting to the City's finance department. Prepared cash flow projections and managed all accounts payable and receivable for the project.

G&T Conveyor Co., Tavares, FL

As a financial analyst, Taff developed and implemented a new process of preparing for monthly Estimates at Completion cost meetings. He also managed the cost tracking and estimating process of over \$100 million in projects.



GREG MARTIN
PROGRAM COMPLIANCE WORKSTREAM LEAD

Greg is a Principal with North Highland, leading the Public Sector Emergency Management group. Greg has over 34 years working with Federal, state, and local agencies in business and technology management consulting. He has worked with several Florida agencies on Emergency Management and Disaster Recovery initiatives, including the Department of Economic Opportunity, Department of Environmental Protection, and the Division of Emergency Management. Prior to joining North Highland, Mr. Martin led Accenture's global Regulatory Practice, working with some of the largest regulatory agencies in the world on a transformational project. He also authored several white papers and publications on government reform, creating efficiencies in agency operations, and creating a Command Center for an emergency response to disasters. He has demonstrated the ability to lead the development and implementation of complex management reforms that transform organizations by, for instance, implementing innovative technological solutions, focusing organizational structures and responsibilities on well-defined core services, and utilizing effective performance management systems.

Education

Bachelor of Arts, Vanderbilt University, Nashville, Tennessee

Experience

Years' Experience:
34

REPRESENTATIVE EXPERIENCE

State of Florida, Executive Office of Governor, Office of Policy and Budget, FL CARES Coronavirus Relief Fund Administrative Services - July 2020-current

Served as Subject Matter Expert in administering the funding provided to the State by the U.S. Department of Treasury under the Coronavirus Relief Fund (CRF) portion of the CARES Act. North Highland, in partnership with HORNE, LLP, provided services to validate expenses eligible for reimbursement under the CRF, including but not limited to activities such as informing State strategy and policy on the use of funds; interpreting and summarizing guidance provided by U.S. Treasury on expense eligibility; developing and executing communication strategy and plan for stakeholders, including State executives, agencies and counties; serving as a liaison for communications and eligibility guidance to stakeholders; advising the State on expense eligibility and risk mitigation; facilitating full lifecycle process of expense intake, review, tracking, progress monitoring, reporting, and retention; providing support tools and data repository to facilitate full lifecycle process for expense eligibility determination and retain records of expense claims for future use. The value for this State in this effort is in the independent review and verification of claims and assistance in expense eligibility determination to maximize the State's full and timely use of the over \$8 billion in CRF directed to the State.

**KERRY PARSONS, J.D.****REGULATORY COMPLIANCE WORKSTREAM LEAD**

Kerry Parsons has over a decade of experience in providing legal services. Kerry is a 2008 cum laude graduate of Suffolk University with a bachelor's degree in Government and a 2011 graduate of Florida Coastal School of Law. She joined the Nabors, Giblin & Nickerson (NGN) in 2015, where she concentrates her practice in the areas of general governmental law. Prior to joining the firm, Kerry served as Citrus County Attorney from 2013 through 2014 and as Citrus County Assistant County Attorney from 2011 through 2013.

REPRESENTATIVE EXPERIENCE

Kerry has represented clients before all state courts of the State of Florida; the United States District Court for the Middle, Northern and Southern Districts of Florida; the Eleventh Circuit Court of Appeals; and the United States Supreme Court.

She provides general representation to clients on employment issues, grants and procurement matters, various general governmental and land use issues. Kerry is a member of the NGN's General Governmental, Real Property and Litigation, and Appellate Law practice area. Kerry is admitted to practice in all courts of the State of Florida, the United States District Court for the Northern, Middle, and Southern Districts of Florida, the United States Court of Appeals for the Eleventh Circuit, and the United States Supreme Court. She is a member of the Florida Bar's Environmental and Land Use Law, City, County, and Local Government Law Sections. Kerry also serves as a Committee member of the Florida Association of County Attorney's Finance & Taxation Committee (2016-present), the Florida Bar Eminent Domain Committee, Member 2020-21, and the Florida Bar Continuing Legal Education Committee, Member 2020-21.

Education

Juris Doctor, Florida Coastal School of Law, Jacksonville, FL

Bachelor of Science, Suffolk University, Boston, Massachusetts

Licenses/Certifications

Certified Construction Auditor(CCA)

Organizations/Affiliations

Member, Florida Bar

Member, Florida Association of County Attorneys

Experience

Years' Experience:

10