![NCPA - National Cooperative Purchasing Alliance]

STRATEGIC MANAGEMENT CONSULTING SERVICES

RFP: 44-22

NATIONAL COOPERATIVE PURCHASING ALLIANCE (NCPA)

SUBMITTED BY

NORTH HIGHLAND®

3333 Piedmont Road, NE
Suite 1000
Atlanta, GA 30305

www.northhighland.com

November 17, 2022

NCPA
P.O. Box 701273
Houston, TX 77270

Dear NCPA:

North Highland is a leading transformation consultancy ideally suited to provide Strategic Management Consulting Services to any organization seeking to start or continue their transformation journey.

North Highland's industry leading transformation and change management methodologies ensures successful adoption of new ways of working for our clients. As a leading change and transformation consultancy, North Highland brings the right mix of people, delivers actionable results, and embeds lasting capabilities. From day one, we create lasting relationships by becoming a part of your team. We listen, roll up our sleeves to drive action, and deliver results that create real, measurable value. We build capability, not consulting dependency. With people at the heart of every decision, North Highland embeds skill development and knowledge transfer in our work to bring sustainable success. The depth of our implementation experience yields pragmatic and impactful strategic recommendations. We help clients navigate a complex world addressing challenges through three lenses simultaneously – customer, workforce and operational – to achieve business imperatives, realize your full potential, and efficiently transform.

North Highland's tailored, technology-agnostic approach leverages our deep experience to perfectly align our services to our clients' transformation needs. North Highland is a people-centric firm that utilizes data and analytics, along with our industry expertise, to develop strategic approaches for our clients. Leveraging our depth of experience and lessons learned across a variety of public-sector industries—including but not limited to Transportation, Health and Human Services, Emergency Management, and Higher Education—North Highland aligns our relevant capability practices' base methodologies to each of our clients' specific transformation needs to develop tailored approaches designed to minimize risk and increase the efficiency of delivery. An important distinction that sets us apart in the vendor community is that North Highland is technology agnostic, relying on no specific application or tool to deliver our solutions. Our teams instead work to maximize results and deliver the most effective solutions by recommending or providing the tools best suited to our clients' objectives, enabling us to carefully review their needs, strategically plan, and provide the most effective solution to achieve the best possible result.

North Highland offers clients a lasting partnership built on ability and trust throughout the full project lifecycle. When asked what they most appreciate about partnering with North Highland, clients use descriptors like, "collaborative," "easy to work with," "trustworthy," "flexible," "gets the job done." By taking a people-centric approach—applying empathy, iteration, and co-creation to understand our clients and their business—we meet you where you are on your transformation journey and focus our efforts on new ways of working by managing complexity, building competency, scaling capability, and growing capacity. Our scalable, diverse teams and tailored methods deliverable actionable results with efficiency. With an extensive history of repeat government-sector business, our clients benefit from North Highland's reputation for building strong partnership bonds and delivering excellence throughout the project lifecycle and beyond.

Should you have any questions regarding this proposal response, I invite you to contact Rick Zelznak by phone at (850) 321-9250 or via email at rick.zelznak@northhighland.com.

Sincerely,

Wayne Messina
Vice President

Contents

TAB 1

MASTER AGREEMENT / SIGNATURE FORM

Tab 1. Master Agreement / Signature Form

North Highland has provided the signed Master Agreement Signature Form on the following pages. This signed document is provided subject to the mutual agreement and resolution of the following requested changes and additions to the Master Agreement:

SECTION	DESCRIPTION OF REQUEST
Tab 1 **Master Agreement** **General Terms and Conditions** **Indemnity** **Page 7**	*North Highland respectfully requests the modification of the Indemnity Section in the Master Agreement to limit indemnity obligations to third party claims resulting from Vendor's negligent acts. Proposed revisions for consideration are included below:* "Indemnity The awarded vendor shall protect, indemnify, and hold harmless Region 14 ESC and its participants, administrators, employees and agents against all <u>third-party</u> claims, damages, losses and expenses <u>to the extent</u> arising out of or resulting from the <u>negligent</u> actions of the vendor, vendor employees or vendor subcontractors in the preparation of the solicitation and the later execution of the contract."
Tab 1 **Master Agreement** **General Terms and Conditions** **Limitation of Liability** **Page 9**	*North Highland respectfully requests the inclusion of a new section (Limitation of Liability) in the Master Agreement to balance the scope of exposure with the work being performed. Proposed language for consideration is included below:* "Limitation of Liability Neither party shall be liable for any indirect or consequential damages related to this Agreement. Direct damages are limited to an amount not greater than the fees received by Vendor under this Agreement for the portion of the services giving rise to the claim."
Tab 1 **Master Agreement** **General Terms and Conditions** **Warranty Disclaimer** **Page 9**	*North Highland respectfully requests the inclusion of a new section (Warranty Disclaimer) in the Master Agreement to exclude any warranties not expressly made in the Master Agreement. Proposed language for consideration is included below:* "Warranty Disclaimer Notwithstanding anything else to the contrary, except for the express warranties made, Vendor makes no other warranties concerning the services or deliverables including, but not limited to, any implied warranties of merchantability or fitness for a particular purpose."
Tab 1 **Master Agreement** **General Terms and Conditions** **Vendor Materials** **Page 9**	*North Highland respectfully requests the inclusion of a new section (Vendor Materials) in the Master Agreement to clarify that Vendor will retain ownership of its pre-existing and independently developed materials. Proposed language for consideration is included below:*

"Vendor Materials

Vendor will retain all rights, title and interest in and to all materials, methodologies, and intellectual property developed by Vendor (or Vendor's subcontractor) prior to or independent of this Agreement."

TAB 1
MASTER AGREEMENT - GENERAL TERMS AND CONDITIONS

Customer Support
The vendor shall provide timely and accurate technical advice and sales support. The vendor shall respond to such requests within one (1) working day after receipt of the request.

Disclosures
Respondent affirms that he/she has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor or service to a public servant in connection with this contract.

The respondent affirms that, to the best of his/her knowledge, the offer has been arrived at independently, and is submitted without collusion with anyone to obtain information or gain any favoritism that would in any way limit competition or give an unfair advantage over other vendors in the award of this contract.

Renewal of Contract
Unless otherwise stated, all contracts are for a period of three (3) years with an option to renew for up to five (5) additional one-year terms or any combination of time equally not more than 5 years if agreed to by Region 14 ESC and the vendor.

Funding Out Clause
Any/all contracts exceeding one (1) year shall include a standard "funding out" clause. A contract for the acquisition, including lease, of real or personal property is a commitment of the entity's current revenue only, provided the contract contains either or both of the following provisions:

Retains to the entity the continuing right to terminate the contract at the expiration of each budget period during the term of the contract and is conditioned on a best efforts attempt by the entity to obtain appropriate funds for payment of the contract.

Shipments (if applicable)
The awarded vendor shall ship ordered products within seven (7) working days for goods available and within four (4) to six (6) weeks for specialty items after the receipt of the order unless modified. If a product cannot be shipped within that time, the awarded vendor shall notify the entity placing the order as to why the product has not shipped and shall provide an estimated shipping date. At this point the participating entity may cancel the order if estimated shipping time is not acceptable.

Tax Exempt Status
Since this is a national contract, knowing the tax laws in each state is the sole responsibility of the vendor.

Payments
The entity using the contract will make payments directly to the awarded vendor or their affiliates (distributors/business partners/resellers) as long as written request and approval by NCPA is provided to the awarded vendor.

Adding Authorized Distributors/Dealers
Awarded vendors may submit a list of distributors/partners/resellers to sell under their contract throughout the life of the contract. Vendor must receive written approval from NCPA before such distributors/partners/resellers considered authorized.

Purchase orders and payment can only be made to awarded vendor or distributors/ business partners/resellers previously approved by NCPA.

Pricing provided to members by added distributors or dealers must also be less than or equal to the pricing offered by the awarded contract holder.

All distributors/partners/resellers are required to abide by the Terms and Conditions of the vendor's agreement with NCPA.

Pricing
All pricing submitted shall include the administrative fee to be remitted to NCPA by the awarded vendor. It is the awarded vendor's responsibility to keep all pricing up to date and on file with NCPA.

All deliveries shall be freight prepaid, F.O.B. destination and shall be included in all pricing offered unless otherwise clearly stated in writing

Warranty
Proposal should address the following warranty information:
- Applicable warranty and/or guarantees of equipment and installations including any conditions and response time for repair and/or replacement of any components during the warranty period.
- Availability of replacement parts
- Life expectancy of equipment under normal use
- Detailed information as to proposed return policy on all equipment

Products: Vendor shall provide equipment, materials and products that are new unless otherwise specified, of good quality and free of defects
Construction: Vendor shall perform services in a good and workmanlike manner and in accordance with industry standards for the service provided.

Safety
Vendors performing services shall comply with occupational safety and health rules and regulations. Also all vendors and subcontractors shall be held responsible for the safety of their employees and any conditions that may cause injury or damage to persons or property.

Permits
Since this is a national contract, knowing the permit laws in each state is the sole responsibility of the vendor.

Indemnity
The awarded vendor shall protect, indemnify, and hold harmless Region 14 ESC and its participants, administrators, employees and agents against all claims, damages, losses and expenses arising out of or resulting from the actions of the vendor, vendor employees or vendor subcontractors in the preparation of the solicitation and the later execution of the contract.

Franchise Tax
The respondent hereby certifies that he/she is not currently delinquent in the payment of any franchise taxes.

Supplemental Agreements
The entity participating in this contract and awarded vendor may enter into a separate supplemental agreement to further define the level of service requirements over and above the minimum defined in this contract i.e. invoice requirements, ordering requirements, specialized delivery, etc. Any supplemental agreement developed as a result of this contract is exclusively between the participating entity and awarded vendor.

Certificates of Insurance
Certificates of insurance shall be delivered to the Public Agency prior to commencement of work. The insurance company shall be licensed in the applicable state in which work is being conducted. The awarded vendor shall give the participating entity a minimum of ten (10) days notice prior to any modifications or cancellation of policies. The awarded vendor shall require all subcontractors performing any work to maintain coverage as specified.

Legal Obligations
It is the Respondent's responsibility to be aware of and comply with all local, state, and federal laws governing the sale of products/services identified in this RFP and any awarded contract and shall comply with all while fulfilling the RFP. Applicable laws and regulation must be followed even if not specifically identified herein.

Protest
A protest of an award or proposed award must be filed in writing within ten (10) days from the date of the official award notification and must be received by 5:00 pm CST. Protests shall be filed with Region 14 ESC and shall include the following:
- Name, address and telephone number of protester
- Original signature of protester or its representative
- Identification of the solicitation by RFP number
- Detailed statement of legal and factual grounds including copies of relevant documents and the form of relief requested

Any protest review and action shall be considered final with no further formalities being considered.

Force Majeure
If by reason of Force Majeure, either party hereto shall be rendered unable wholly or in part to carry out its obligations under this Agreement then such party shall give notice and full particulars of Force Majeure in writing to the other party within a reasonable time after occurrence of the event or cause relied upon, and the obligation of the party giving such notice, so far as it is affected by such Force Majeure, shall be suspended during the continuance of the inability then claimed, except as hereinafter provided, but for no longer period, and such party shall endeavor to remove or overcome such inability with all reasonable dispatch.

The term Force Majeure as employed herein, shall mean acts of God, strikes, lockouts, or other industrial disturbances, act of public enemy, orders and regulation of any kind of government of the United States or any civil or military authority; insurrections; riots; epidemics; pandemic; landslides; lighting; earthquake; fires; hurricanes; storms; floods; washouts; droughts; arrests; restraint of government and people; civil disturbances; explosions, breakage or accidents to machinery, pipelines or canals, or other causes not reasonably within the control of the party claiming such inability. It is understood and agreed that the settlement of strikes and lockouts shall be entirely within the discretion of the party having the difficulty, and that the above requirement that any Force Majeure shall be remedied with all reasonable dispatch shall not require the settlement of strikes and lockouts by acceding to the demands of the opposing party or parties when such settlement is unfavorable in the judgment of the party having the difficulty

Prevailing Wage
It shall be the responsibility of the Vendor to comply, when applicable, with the prevailing wage legislation in effect in the jurisdiction of the purchaser. It shall further be the responsibility of the Vendor to monitor the prevailing wage rates as established by the appropriate department of labor for any increase in rates during the term of this contract and adjust wage rates accordingly.

Termination
Either party may cancel this contract in whole or in part by providing written notice. The cancellation will take effect 30 business days after the other party receives the notice of cancellation. After the 30th business day all work will cease following completion of final purchase order.

Open Records Policy
Because Region 14 ESC is a governmental entity responses submitted are subject to release as public information after contracts are executed. If a vendor believes that its response, or parts of its response, may be exempted from disclosure, the vendor must specify page-by-page and line-by-line the parts of the response, which it believes, are exempt. In addition, the respondent must specify which exception(s) are applicable and provide detailed reasons to substantiate the exception(s).

The determination of whether information is confidential and not subject to disclosure is the duty of the Office of Attorney General (OAG). Region 14 ESC must provide the OAG sufficient

information to render an opinion and therefore, vague and general claims to confidentiality by the respondent are not acceptable. Region 14 ESC must comply with the opinions of the OAG. Region14 ESC assumes no responsibility for asserting legal arguments on behalf of any vendor. Respondent are advised to consult with their legal counsel concerning disclosure issues resulting from this procurement process and to take precautions to safeguard trade secrets and other proprietary information.

PROCESS

Region 14 ESC will evaluate proposals in accordance with, and subject to, the relevant statutes, ordinances, rules, and regulations that govern its procurement practices. NCPA will assist Region 14 ESC in evaluating proposals. Award(s) will be made to the prospective vendor whose response is determined to be the most advantageous to Region 14 ESC, NCPA, and its participating agencies. To qualify for evaluation, response must have been submitted on time, and satisfy all mandatory requirements identified in this document.

Contract Administration
The contract will be administered by Region 14 ESC. The National Program will be administered by NCPA on behalf of Region 14 ESC.

Contract Term
The contract term will be for three (3) year starting from the date of the award. The contract may be renewed for up to five (5) additional one-year terms or any combination of time equally not more than 5 years.

It should be noted that maintenance/service agreements may be issued for up to (5) years under this contract even if the contract only lasts for the initial term of the contract. NCPA will monitor any maintenance agreements for the term of the agreement provided they are signed prior to the termination or expiration of this contract.

Contract Waiver
Any waiver of any provision of this contract shall be in writing and shall be signed by the duly authorized agent of Region 14 ESC. The waiver by either party of any term or condition of this contract shall not be deemed to constitute waiver thereof nor a waiver of any further or additional right that such party may hold under this contract.

Price Increases
Should it become necessary, price increase requests may be submitted at any point during the term of the contract by written amendment. Included with the request must be documentation and/or formal cost justification for these changes. Requests will be formally reviewed, and if justified, the amendment will be approved.

Products and Services Additions
New Products and/or Services may be added to the resulting contract at any time during the term by written amendment, to the extent that those products and/or services are within the scope of this RFP.

Competitive Range
It may be necessary for Region 14 ESC to establish a competitive range. Responses not in the competitive range are unacceptable and do not receive further award consideration.

Deviations and Exceptions
Deviations or exceptions stipulated in response may result in disqualification. It is the intent of Region 14 ESC to award a vendor's complete line of products and/or services, when possible.

Estimated Quantities
While no minimum volume is guaranteed, the estimated (but not limited to) annual volume for Products and Services purchased under the proposed Master Agreement is $1 billion dollars annually. This estimate is based on the anticipated volume of Region 14 ESC and current sales within the NCPA program.

Evaluation
Region 14 ESC will review and evaluate all responses in accordance with, and subject to, the relevant statutes, ordinances, rules and regulations that govern its procurement practices. NCPA will assist the lead agency in evaluating proposals. Recommendations for contract awards will be based on multiple factors, each factor being assigned a point value based on its importance.

Formation of Contract
A response to this solicitation is an offer to contract with Region 14 ESC based upon the terms, conditions, scope of work, and specifications contained in this request. A solicitation does not become a contract until it is accepted by Region 14 ESC. The prospective vendor must submit a signed Signature Form with the response thus, eliminating the need for a formal signing process. Contract award letter issued by Region 14 ESC is the counter-signature document establishing acceptance of the contract.

NCPA Administrative Agreement
The vendor will be required to enter and execute the National Cooperative Purchasing Alliance Administration Agreement with NCPA upon award with Region 14 ESC. The agreement establishes the requirements of the vendor with respect to a nationwide contract effort.

Clarifications/Discussions
Region 14 ESC may request additional information or clarification from any of the respondents after review of the proposals received for the sole purpose of elimination minor irregularities, informalities, or apparent clerical mistakes in the proposal. Clarification does not give respondent an opportunity to revise or modify its proposal, except to the extent that correction of apparent clerical mistakes results in a revision. After the initial receipt of proposals, Region 14 ESC reserves the right to conduct discussions with those respondent's whose proposals are determined to be reasonably susceptible of being selected for award. Discussions occur when oral or written communications between Region 14 ESC and respondent's are conducted for the purpose clarifications involving information essential for determining the acceptability of a proposal or that provides respondent an opportunity to revise or modify its proposal. Region 14 ESC will not assist respondent bring its proposal up to the level of other proposals through discussions. Region 14 ESC will not indicate to respondent a cost or price that it must meet to neither obtain further consideration nor will it provide any information about other respondents' proposals or prices.

Multiple Awards
Multiple Contracts may be awarded as a result of the solicitation. Multiple Awards will ensure that any ensuing contracts fulfill current and future requirements of the diverse and large number of participating public agencies.

Past Performance
Past performance is relevant information regarding a vendor's actions under previously awarded contracts; including the administrative aspects of performance; the vendor's history of reasonable and cooperative behavior and commitment to customer satisfaction; and generally, the vendor's businesslike concern for the interests of the customer.

EVALUATION CRITERIA

Pricing (40 points)
Electronic Price Lists
- Products, Services, Warranties, etc. price list
- Prices listed will be used to establish both the extent of a vendor's product lines, services, warranties, etc. available from a particular bidder and the pricing per item.

Ability to Provide and Perform the Required Services for the Contract (25 points)
- Product Delivery within participating entities specified parameters
- Number of line items delivered complete within the normal delivery time as a percentage of line items ordered.
- Vendor's ability to perform towards above requirements and desired specifications.
- Past Cooperative Program Performance
- Quantity of line items available that are commonly purchased by the entity.
- Quality of line items available compared to normal participating entity standards.

References and Experience (20 points)
- A minimum of ten (10) customer references for product and/or services of similar scope dating within past 3 years
- Respondent Reputation in marketplace
- Past Experience working with public sector.
- Exhibited understanding of cooperative purchasing

Value Added Products/Services Description, (8 points)
- Additional Products/Services related to the scope of RFP
- Marketing and Training
- Minority and Women Business Enterprise (MWBE) and (HUB) Participation
- Customer Service

Technology for Supporting the Program (7 points)
- Electronic on-line catalog, order entry use by and suitability for the entity's needs
- Quality of vendor's on-line resources for NCPA members.
- Specifications and features offered by respondent's products and/or services

SIGNATURE FORM

The undersigned hereby proposes and agrees to furnish goods and/or services in strict compliance with the terms, specifications and conditions at the prices proposed within response unless noted in writing. The undersigned further certifies that he/she is an officer of the company and has authority to negotiate and bind the company named below and has not prepared this bid in collusion with any other Respondent and that the contents of this proposal as to prices, terms or conditions of said bid have not been communicated by the undersigned nor by any employee or agent to any person engaged in this type of business prior to the official opening of this proposal.

Prices are guaranteed: **120 days**

The North Highland Company LLC
_____
Company Name

3333 Piedmont Rd., Suite 1000
_____
Address

Atlanta	GA	30305
City	State	Zip

(850) 222-4733   (850) 222-4738
Telephone Number   Fax Number

wayne.messina@northhighland.com
_____
Email Address

Wayne Messina   Vice President
Printed Name   Position

_____
Authorized Signature

TAB 2

NCPA ADMINISTRATIVE AGREEMENT

Tab 2.   NCPA Administrative Agreement

North Highland has provided the NCPA Administrative Agreement on the following pages per the RFP instructions. We have no requested changes and will sign upon resolution of the Master Agreement.

TAB 2
NCPA ADMINISTRATION AGREEMENT

This Administration Agreement is made as of _____ December 1, 2022 _____, by and between National Cooperative Purchasing Alliance ("NCPA") and ___ The North Highland Company LLC ___ ("Vendor").

Recitals

WHEREAS, Region 14 ESC has entered into a certain Master Agreement dated ___ December 1, 2022 ___, referenced as Contract Number _____ 14-15 _____, by and between Region 14 ESC and Vendor, as may be amended from time to time in accordance with the terms thereof (the "Master Agreement"), for the purchase of Strategic Management Consulting Services;

WHEREAS, said Master Agreement provides that any state, city, special district, local government, school district, private K-12 school, technical or vocational school, higher education institution, other government agency or nonprofit organization (hereinafter referred to as "public agency" or collectively, "public agencies") may purchase products and services at the prices indicated in the Master Agreement;

WHEREAS, NCPA has the administrative and legal capacity to administer purchases under the Master Agreement to public agencies;

WHEREAS, NCPA serves as the administrative agent for Region 14 ESC in connection with other master agreements offered by NCPA

WHEREAS, Region 14 ESC desires NCPA to proceed with administration of the Master Agreement;

WHEREAS, NCPA and Vendor desire to enter into this Agreement to make available the Master Agreement to public agencies on a national basis;

NOW, THEREFORE, in consideration of the payments to be made hereunder and the mutual covenants contained in this Agreement, NCPA and Vendor hereby agree as follows:

General Terms and Conditions

- The Master Agreement, attached hereto as Exhibit 1 and incorporated herein by reference as though fully set forth herein, and the terms and conditions contained therein shall apply to this Administration Agreement except as expressly changed or modified by this Administration Agreement.
- NCPA shall be afforded all of the rights, privileges and indemnifications afforded to Region 14 ESC under the Master Agreement, and such rights, privileges and indemnifications shall accrue and apply with equal effect to NCPA under this Administration Agreement including, but not limited to, Contractor's obligation to provide appropriate insurance and certain indemnifications to Region 14 ESC.

- Contractor shall perform all duties, responsibilities and obligations required under the Master Agreement in the time and manner specified by the Master Agreement.
- NCPA shall perform all of its duties, responsibilities, and obligations as administrator of purchases under the Master Agreement as set forth herein, and Contractor acknowledges that NCPA shall act in the capacity of administrator of purchases under the Master Agreement.
- With respect to any purchases made by Region 14 ESC or any Participating Agency pursuant to the Master Agreement, NCPA (a) shall not be construed as a dealer, re-marketer, representative, partner, or agent of any type of Contractor, Region 14 ESC, or such Participating Agency, (b) shall not be obligated, liable or responsible (i) for any orders made by Region 14 ESC, any Participating Agency or any employee of Region 14 ESC or Participating Agency under the Master Agreement, or (ii) for any payments required to be made with respect to such order, and (c) shall not be obligated, liable or responsible for any failure by the Participating Agency to (i) comply with procedures or requirements of applicable law, or (ii) obtain the due authorization and approval necessary to purchase under the Master Agreement. NCPA makes no representations or guaranties with respect to any minimum purchases required to be made by Region 14 ESC, any Participating Agency, or any employee of Region 14 ESC or Participating Agency under this Administration Agreement or the Master Agreement.
- With respect to any supplemental agreement entered into between a Participating Agency and Contractor pursuant to the Master Agreement, NCPA, its agents, members and employees shall not be made party to any claim for breach of such agreement.
- This Administration Agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the subject matter hereof, and no other agreement, statement, or promise relating to the subject matter of this Administrative Agreement which is not contained herein shall be valid or binding.
- Contractor agrees to allow NCPA to use their name and logo within website, marketing materials and advertisement. Any use of NCPA name and logo or any form of publicity regarding this Administration Agreement or the Master Agreement by Contractor must have prior approval from NCPA.
- If any action at law or in equity is brought to enforce or interpret the provisions of this Administration Agreement or to recover any administrative fee and accrued interest, the prevailing party shall be entitled to reasonable attorney's fees and costs in addition to any other relief to which such party may be entitled.
- Neither this Administration Agreement nor any rights or obligations hereunder shall be assignable by Contractor without prior written consent of NCPA, provided, however, that the Contractor may, without such written consent, assign this Administration Agreement and its rights and delegate its obligations hereunder in connection with the transfer or sale of all or substantially all of its assets or business related to this Administration Agreement, or in the event of its merger, consolidation, change in control or similar transaction. Any permitted assignee shall assume all assigned obligations of its assignor under this Administration Agreement.
- This Administration Agreement and NCPA's rights and obligations hereunder may be assigned at NCPA's sole discretion, to an existing or newly established legal entity that has the authority and capacity to perform NCPA's obligations hereunder.

Term of Agreement
This Agreement shall be in effect so long as the Master Agreement remains in effect, provided, however, that the obligation to pay all amounts owed by Vendor to NCPA through the

termination of this Agreement and all indemnifications afforded by Vendor to NCPA shall survive the term of this Agreement.

Fees and Reporting

The awarded vendor shall electronically provide NCPA with a detailed quarterly report showing the dollar volume of all sales under the contract for the previous quarter. Reports are due on the fifteenth (15th) day after the close of the previous quarter. It is the responsibility of the awarded vendor to collect and compile all sales under the contract from participating members and submit one (1) report. The report shall include at least the following information as listed in the example below:

Entity Name	Zip Code	State	PO or Job #	Sale Amount

Total _____

Each quarter NCPA will invoice the vendor based on the total of sale amount(s) reported. From the invoice the vendor shall pay to NCPA an administrative fee based upon the tiered fee schedule below. Vendor's annual sales shall be measured on a calendar year basis. Deadline for term of payment will be included in the invoice NCPA provides.

Annual Sales Through Contract	Administrative Fee
0 - $30,000,000	2%
$30,000,001 - $50,000,000	1.5%
$50,000,001+	1%

Supplier shall maintain an accounting of all purchases made by Public Agencies under the Master Agreement. NCPA and Region 14 ESC reserve the right to audit the accounting for a period of four (4) years from the date NCPA receives the accounting. In the event of such an audit, the requested materials shall be provided at the location designated by Region 14 ESC or NCPA. In the event such audit reveals an under reporting of Contract Sales and a resulting underpayment of administrative fees, Vendor shall promptly pay NCPA the amount of such underpayment, together with interest on such amount and shall be obligated to reimburse NCPA's costs and expenses for such audit.

ACKNOWLEDGMENT OF CONTRACTOR REQUIREMENTS

National Cooperative Purchasing Alliance
Organization

Matthew Mackel
Name

Director, Business Development
Title

PO Box 701273
Address

Houston, TX 77270
Address

[signature]
Signature

December 1, 2022
Date

The North Highland Company LLC
Vendor Name

Wayne Messina
Name

Vice President
Title

3333 Piedmont Rd., Suite 1000
Address

Atlanta, GA 30305
Address

[signature]
Signature

11/30/2022
Date

TAB 3

VENDOR QUESTIONNAIRE

TAB 3
VENDOR QUESTIONAIRE

Please provide responses to the following questions that address your company's operations, organization, structure, and processes for providing products and services.

Locations Covered
- Bidder must indicate any and all locations where products and services can be offered.
- Please indicate the price co-efficient for each location if it varies.

☒ **All 50 States & District of Columbia**
  (Selecting this box is equal to checking all boxes below)

☐ Alabama	☐ Illinois	☐ Montana	☐ Rhode Island
☐ Alaska	☐ Indiana	☐ Nebraska	☐ South Carolina
☐ Arizona	☐ Iowa	☐ Nevada	☐ South Dakota
☐ Arkansas	☐ Kansas	☐ New Hampshire	☐ Tennessee
☐ California	☐ Massachusetts	☐ New Jersey	☐ Texas
☐ Colorado	☐ Michigan	☐ New Mexico	☐ Utah
☐ Connecticut	☐ Minnesota	☐ New York	☐ Vermont
☐ Delaware	☐ Mississippi	☐ North Carolina	☐ Virginia
☐ D.C.	☐ Missouri	☐ North Dakota	☐ Washington
☐ Florida	☐ Kentucky	☐ Ohio	☐ West Virginia
☐ Georgia	☐ Louisiana	☐ Oklahoma	☐ Wisconsin
☐ Hawaii	☐ Maine	☐ Oregon	☐ Wyoming
☐ Idaho	☐ Maryland	☐ Pennsylvania	

☐ **All U.S. Territories and Outlying Areas**
  (Selecting this box is equal to checking all boxes below)

☐ American Somoa	☐ Northern Marina Island
☐ Federated States of Micrones	☐ Puerto Rico
☐ Guam	☐ U.S. Virgin Islands
☐ Midway Islands	

☐ **All Canada Provinces and Territories** (Selecting this box is equal to checking all boxes below)	
☐ Alberta	☐ Prince Edward Island
☐ British Columbia	☐ Quebec
☐ Manitoba	☐ Saskatchewan
☐ New Brunswick	☐ Northwest Territories
☐ Newfoundland and Labrador	☐ Nunavut
☐ Nova Scotia	☐ Yukon
☐ Ontario	

If awarded a Master Agreement, will your company extend the terms offered in your Proposal to public agencies in Canada? If no or maybe, please explain.

☐ Yes ☐ Maybe ☒ No

If awarded a Master Agreement, will your company extend the terms offered in your Proposal to private sector customers?

☐ Yes ☒ Maybe ☐ No

Minority and Women Business Enterprise (MWBE) and (HUB) Participation
It is the policy of some entities participating in NCPA to involve minority and women business enterprises (MWBE) and historically underutilized businesses (HUB) in the purchase of goods and services. Respondents shall indicate below whether or not they are an M/WBE or HUB certified.

☐ Minority/Women Business Enterprise Respondent Certifies that this firm a Minority / Women Business Enterprise

☐ Historically Underutilized Business Respondent Certifies that this firm is a Historically Underutilized Business

Small Business, MWBE and HUB Growth
If Proposer is a Large, National or Multinational Organization/Corporation, what programs are in place that partners or supports the growth of small and MWEB and HUB business? If yes, please describe.

☐ N/A, we are a recognized small, MWEB or HUB organization

☐ No, we do not have any programs in place.

☒ Yes, we have programs in place.

Whenever Possible and in the best interest of our clients, North Highland partners with MWEB and HUB businesses for any subcontracted work.

Residency
Responding Company's principal place of business is in the city of Atlanta   ,
State of Georgia   .

Felony Conviction Notice
Please Check Applicable Box (If the 3rd box is checked, a detailed explanation of the names and convictions must be attached):

☐ A publicly held corporation; therefore, this reporting requirement is not applicable.

☒ Is not owned or operated by anyone who has been convicted of a felony.

☐ Is owned or operated by the following individual(s) who has/have been convicted of a felony

Distribution Channel
Which best describes your company's position in the distribution channel:

☐ Manufacturer Direct   ☐ Certified education/government reseller

☐ Authorized Distributor   ☐ Manufacturer marketing through reseller

☐ Value-added reseller   ☒ Other: Consultancy

Processing Contact Information

Contact Person	Rick Zelznak
Title	Vice President
Company	The North Highland Company LLC
Address	3333 Piedmont Rd., Suite 1000
City/State/Zip	Atlanta, GA 30305
Phone	(850) 321-9250
Email	rick.zelznak@northhighland.com

Pricing Information
In addition to the current typical unit pricing furnished herein, the Vendor agrees to offer all future product introductions at prices that are proportionate to Contract Pricing. If answer is no, attach a statement detailing how pricing for NCPA participants would be calculated for future product introductions.

☒ Yes   ☐ No

Pricing submitted includes the required NCPA administrative fee. The NCPA fee is calculated based on the invoice price to the customer.

☒ Yes   ☐ No

VENDOR PROFILE

Tab 4.   Vendor Profile

Company Name
The North Highland Company LLC

Corporate Office
3333 Piedmont Road NE, Ste 1000
Atlanta, GA 30305
P: (404) 233-1015

D&B Number
80-466-5990; Rating: IR3

Standard Payment Terms
Net30

Founded in 1992, North Highland is a full-service global management and technology consulting firm headquartered in Atlanta, Georgia serving public-sector and commercial organizations around the world. North Highland's US-based workforce of 1,000+ professional consultants are located in 18 offices across the country. North Highland's workforce brings a broad range of expertise—specifically in our primary capabilities of Strategy, Project & Program Management, Process & Business Analysis, People & Change Management, Data & Analytics, and Technology—and Public Sector industry experience, including Transportation, Health & Human Services, Emergency Management, and more.

At North Highland, we operate with one simple tenet: "To do what's right for our clients and our people." This focus has helped guide us to become a leading change and transformation consultancy, known for bringing big ideas with the delivery capability to back them up. Clients consistently cite North Highland differentiators as our people, our experience, and the commitment we bring in applying disciplines in a way that achieves results. From day one, we bring the right mix of people, building relationships and becoming part of your team. We define strategies, leverage and integrate technology, develop program and project management structures, streamline operations, empower people, and maximize the positive impact of customer interactions.

Over the years, North Highland has built a reputation for delivering excellence, earning us the trust and repeat business of our clients. In fact, 94 percent of our business firmwide is with repeat clients.

Serving public-sector organizations, in accordance with all applicable laws and policies, has been an integral part of North Highland since our inception 30 years ago. Having successfully delivered more than 1,100 consulting engagements for over 300 federal, state, and local agencies and organizations—we can say with confidence that we know the business of government. Likewise, in the commercial space we have partnered with about a third of the Fortune 100, including companies with household names such as Coca-Cola, Chase Manhattan Bank, Citibank, Delta Air Lines, Georgia Pacific, Home Depot, Johnson & Johnson, Merrill Lynch, Microsoft, and many others who entrust their strategic planning and transformation needs to North Highland, empowering us to apply leading-edge commercial best practices and lessons learned to all client engagements.

Contract Organizational Chart & Office Locations

Provided below are the points of contact within North Highland's Public Sector portfolio, which includes our Transportation, Health & Human Services, and Emergency Management industry portfolios, as well as our various regional market portfolios.

Public Sector Portfolio
Wayne Messina, Vice President
3800 Esplanade Way, Suite 160
Tallahassee, FL 32311
(850) 222-4733

Transportation
Chris McCarthy, VP
1000 Legion Place, Suite 950
Orlando, FL 32801
(689) 206-9336

Health & Human Services
Rick Zelznak, VP
3800 Esplanade Way, Suite 160
Tallahassee, FL 32311
(850) 222-4733

Emergency Management
Greg Martin, AVP
3800 Esplanade Way, Suite 160
Tallahassee, FL 32311
(850) 222-4733

Northeast Regional Market
Patrick Coakley, AVP
One Penn Plaza, Suite 3205
New York, NY 10119
(212) 569-5000

Southeast Regional Market
Brian Sodl, VP
3333 Piedmont Road, Suite 1000
Atlanta, GA 30305
(404) 233-1015

Southwest Regional Market
Robert Flasch, AVP
100 Congress Avenue, Suite 2000
Austin, TX 78701
(512) 469-3765

Mid-South Regional Market
Paul Harvey, AVP
9020 Overlook Blvd, Suite 100
Brentwood, TN 37027
(615) 370-2790

Pacific Northwest Regional Market
Jon Burchard, AVP
2175 NW Raleigh Street, #370
Portland, OR 97210
(971) 235-4964

Exhibit 4-1: North Highland Contract Organizational Chart & Contact Information

Provided below are North Highland's 14 U.S. sales offices organized by regional market. Contact information has been provided for each regional market.

Southeast Regional Market
Brian Sodl, VP
brian.sodl@northhighland.com

Atlanta, GA Office (HQ)
3333 Piedmont Rd., Suite 1000
Atlanta, GA 30305
(404) 233-1015

Orlando, FL Office
1000 Legion Place, Suite 950
Orlando, FL 32801
(689) 206-9336

Tallahassee, FL Office
3800 Esplanade Way, Suite 160
Tallahassee, FL 32311
(850) 222-4733

Charlotte, NC Office
200 S. Tryon St., Suite 1100
Charlotte, NC 28202
(704) 840-1800

Northeast Regional Market
Patrick Coakley, AVP
patrick.coakley@northhighland.com

New York, NY Office
One Penn Plaza, Suite 3205
New York, NY 10119
(212) 569-5000

Basking Ridge, NJ Office
25 Independence Blvd., Suite 302
Warren, NJ 07059
(908) 350-4000

Philadelphia, PA Office
30 S 17th St., Suite 1605
Philadelphia, PA 19103
(215) 207-0735

Southwest Regional Market
Robert Flasch, AVP
robert.flasch@northhighland.com

Austin, TX Office
100 Congress Ave., Suite 2000
Austin, TX 78701
(512) 469-3765

Mid-South Regional Market
Paul Harvey, AVP
paul.harvey@northhighland.com

Nashville, TN Office
9020 Overlook Blvd., Suite 100
Brentwood, TN 37027
(615) 370-2790

St. Louis, MO Office
1 N. Brentwood Blvd., Suite 710
Clayton, MO 63105
(314) 354-9862

Pacific Northwest Regional Market
Jon Burchard, AVP
jon.burchard@northhighland.com

Portland, OR Office
2175 NW Raleigh St., #370
Portland, OR 97210
(971) 235-4964

Seattle, WA Office
500 108th Ave., Suite 1100
Seattle, WA 98004
(971) 235-4964

Denver, CO Office
600 Grant St., Suite 505
Denver, CO 80203
(303) 740-6250

Los Angeles, CA Office
633 West Fifth St., 26th & 28th Floors
Los Angeles, CA 90014
(305) 416-8194

Exhibit 4-2: North Highland's U.S. Sales Offices & Contact Information

4.1 Competitive Landscape, Differentiators, & Sales Breakdown

North Highland most frequently competes head-to-head with the Big Five consulting firms—Deloitte, KPMG, PwC, Accenture and EY. Our biggest mid-sized consulting competitors are Kearney, Slalom and Cognizant, and our most frequent "strategy" competition is Bain and McKinsey.

What Makes North Highland Different from the Competition

North Highland Differentiators
North Highland surveyed our clients to hear directly from them how we compare to other consultancies.

2 out of 3 people surveyed agreed:

- North Highland feels like part of their team.
- North Highland makes actionable recommendations.
- North Highland delivers results quickly.
- North Highland efficiently and effectively transfers knowledge.

We make change happen, helping businesses transform, with people at the heart of every decision. We deliver a truly people-first experience. One that is powerful, unique, trusted, and collaborative. It's more than just a methodology—it's a way of working that creates real value. We often hear that it "feels different to work with us," and it's all in the "how." From day one, we bring the right mix of people, creating relationships, delivering unique experiences, and becoming part of our client's team. It's no surprise that we outperform the competition. Clients brag that we are team players and are flexible to change.

Those that partner with us like that we listen and then move quickly to create value. We roll up our sleeves, are intentional about driving action, and deliver real results. North Highland appreciates that a one size fits all approach is not always the answer. Instead of bringing an army, we provide a diverse team of skills and expertise, tailor our approach to zero in on a client's specific challenges and desired outcomes, and operate in an agile manner, flexing as needed, to outperform the competition when taking action. North Highland makes recommendations that are actionable and deliver results quickly. The clients we work with know and love that we build their capability and not consulting dependency. We pride ourselves on sharing knowledge and embedding skills, to make sure our clients sustain success long after we've gone.

A sample of recent industry recognition of North Highland's approach, capabilities and people that truly differentiate us from our competition is provided below.

SOURCE	DESCRIPTION
ALM	North Highland was named one of six top-performing "Pacesetter" in Digital Transformation and Digital Services Consulting by ALM Intelligence Pacesetter Research 2022-2023, published in November 2022.
	"The combination of people and data in North Highland's approach to digital transformation is key." The report adds: "North Highland has gone further than most in understanding the confluence of people and data in digital transformation, and helping clients dynamically drive lasting change through changed mindsets."
Forrester	North Highland was named by Forrester among 14 Organizational Change Management providers in its report, Organizational Change Management Landscape, Q3 2022, published in July 2022.

ALM	North Highland was named a 2021 – 2022 Supply Chain Market Leader in Management Consulting in ALM Intelligence's Pacesetter Research report.
Gartner	North Highland was names as "One of Seven Representative Vendors for the Digital Strategy Use Case" in 2021. According to the Gartner Market Guide for Digital Business Agencies, Consulting and Implementation Services, our digital services cover "broad use cases with a practical approach to identifying and optimizing digital strategy."
ALM	North Highland was named a Market Leader in the ALM Intelligence Pacesetter Research Report on M&A Services for 2021-2022. North Highland is recognized for its emphasis on driving strategy in parallel with people, culture, and process as core transformational competencies in M&A consulting partnership.
ALM	North Highland was named a Market Leader in the inaugural ALM Intelligence Pacesetter Research report on Workforce Management Services for 2021-2022. ALM Intelligence noted that North Highland's "enterprise transformation through three lenses – customer, workforce and operations – is an approach that organically integrates matters of workforce management into all engagements. This approach reinforces North Highland's core belief that organizations have a better chance of succeeding at transformation, even amid crises, when their people are fully engaged in change."
Consulting Magazine	North Highland was named a "Top 20" Best Large Firm to Work For" in 2021 by Consulting Magazine for the 13th year. The rankings are based on an annual survey completed by 11,000 consultants representing more than 300 firms.

Requested Sales Information (Confidential)

Provided below are North Highland's annual public-sector sales for the last three years, broken down by client type—city/county, higher education, and other government agencies (i.e. state departments). North Highland has not provided services to any K-12 organizations during the last three years.

4.2   Marketing, Business Development, & Utilizing the Contract

North Highland is a global, full services management consulting firm that has a proven track record of promoting the use of state and national contract vehicles. Our marketing strategy and plans include leveraging our vast corporate marketing and sales enablement capabilities, as well as promotion at conferences and events, through professional and community organizations, and during our frequent consulting interactions nationwide. North Highland is a known commodity in government circles nationwide and our reputation for excellence is widely recognized.

Marketing and Sales Enablement

North Highland's corporate website, link below, includes our current listing of available contract vehicles. NCPA will be prominently displayed as one of our main national contract vehicles. We shall leverage the use of our platform to provide national exposure to NCPA through:

- Promoting the use of NCPA to procure North Highland services through digital and print advertising, including conference-specific promotions and trade publications.
- Highlighting NCPA on our contract vehicle webpage with the NCPA contract information, including the contract number and awarded categories, and directing viewers to the NCPA website for additional details.
- Utilizing the NCPA webpage link in presentations, client consultations, and conference materials to direct eligible customers to the relevant information.
- Including this NCPA contract information in marketing presentations and other marketing assets, such as NCPA fact sheet/handouts for conferences and events.
- Publishing case studies of work completed under the contract vehicle with reference to NCPA and a link to the webpage, emphasizing the value of the contract vehicle.
- Issuing NCPA-approved press releases when relevant, such as upon contract award to announce North Highland's selection to use NCPA to service eligible clients, in each case providing a link the NCPA website for more information.

Relevant links:

- North Highland Corporate Website: https://www.northhighland.com
- North Highland Contract Vehicle Listing: https://www.northhighland.com/federal-contract-vehicles

Conferences and Events

North Highland attends, presents at, sponsors, and hosts conferences and events nationwide. We will promote the NCPA contract vehicle through presentations, advertisements, social media, and additional printed marketing materials as described below:

- Develop program inserts and/or advertisements to distribute with conference materials that reference NCPA and the services North Highland provides through the contract vehicle.
- Actively pursue opportunities to present at conferences partnering with agency/customer partners to share successes and lessons learned from our NCPA engagements.
- Leverage use of social media in conferences and webinars (e.g., conference-specific hashtags) to drive traffic to North Highland's available contract vehicles, including NCPA.

National conferences we attend annually where we will promote NCPA, as applicable, include the Medicaid Enterprise Systems Community (MESC) Conference, the State Healthcare IT Connect Summit, the IT Systems Management for Human Services (ISM) Conference, and the Southern Association of State Highway and Transportation Officials (SASHTO) Annual Meeting. The state of Texas is one example of many where we will promote NCPA at multiple conferences including the Texas Association of State Systems for Computing and Communications (TASSCC) Annual Conference, the TASSCC State of the State Conference, and the TASSCC Technology Education Conference.

Professional and Community Organizations

As a nationwide firm, we actively identify opportunities to participate in organizations such as the International Institute of Business Analysis (IIBA) and Association of Change Management Professionals (ACMP) where we reach broader audiences to further promote the NCPA contract itself and any work we are performing under the contract. Examples of other associations include the Human Services IT Advisory Group (HSITAG), the Private Sector Technology Group (PSTG) which is a broad-based group of innovative companies and professionals providing Health Information Technology (HIT) products and services to state governments and federal agencies, and the American Public Human Services Association (AHPSA). We continuously look for opportunities to leverage our participation and memberships with community and professional organizations to appropriately engage and promote NCPA to local government and state agencies.

Agency Consultation Nationwide

As a full-services management consulting firm, North Highland has both broad and deep expertise across all aspects of the public sector domain and the full range of services offered under the NCPA contract. Our business model involves frequent consultative interaction with clients and potential clients. We build long-term, trusted adviser relationships due to the combination of our expertise, our flexible "listen first" work style, and our independent and objective perspective. As part of these consultative interactions, we will actively promote the NCPA contract vehicle to eligible public sector clients by conducting internal marketing efforts to ensure North Highland's network of 1,300+ consultants are aware of the contract and able to socialize with eligible customers as needed.

North Highland will take the following specific steps to execute the NCPA Contract Marketing Plan:

- Upon award, North Highland will establish the initial contact with NCPA and confirm the NH proposed contract manager for administering the NCPA contract.
- We will begin implementation of a Contract Marketing Plan, including execution of a refreshed internal communications plan to educate NH consultants on the use of media and meetings to make eligible customers aware of the contract and services. North Highland will also leverage our Marketing and Sales Enablement teams to continually provide additional advice and innovative ideas for our marketing plan throughout its execution.
- North Highland will update its website to include the NCPA contract vehicle, create a fact sheet, and marketing presentation dedicated to the NCPA contract as necessary, with details on all the services, point of contact, ordering, and support processes.
- As needs are identified, North Highland Regional Client Executives and Client Leads will contact prospective eligible NCPA buyers to confirm they are aware of the contract vehicle and relevant services.

Introducing NCPA to North Highland

North Highland supports numerous internal marketing and communication methods, technologies to reach all employees, via multiple forms of media, to simply information consumption. The company intranet, weekly newsletters, periodic lunch and learn sessions, and quarterly public sector all hands meetings are facilitate information distribution and learning, while providing avenues for obtaining additional details and learning opportunities. To internally market the availability and use of the NCPA contract vehicle, North Highland will:

- Appoint a single North Highland point of contact to both own our relationships a designated NCPA counterpart and serve as the resident expert on NCPA within North Highland.
- Upon award, upload the NCPA-approved press release to the North Highland intranet, referred to as The Hub, where all North Highlanders receive timely company information.
- The press release and link to the NCPA contract details are disseminated in the NH Weekly email newsletter sent to all employees.
- Quarterly Account and Public Sector All Hands meetings will include a session on the NCPA contract vehicle and all relevant details.
- The NCPA expert at North Highland will conduct a Lunch and Learn session to train attendees on the details for using, promoting, and delivering work under the NCPA contract vehicle. This session will be recorded and posted on our internal education site for future reference.
- As projects are delivered, Project Qualifications write-ups are completed and uploaded to The Hub for use in client meetings, sales presentations, and as project references in future proposal responses.

Exhibit 4-3: NH Weekly Newsletter

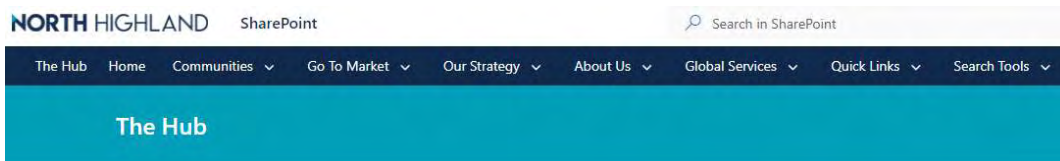*Exhibit 4-4: The Hub, North Highland's Intranet*

Core Capabilities and Ordering Process

North Highland is a full-service global management and technology consulting firm headquartered in Atlanta, Georgia serving public-sector and commercial organizations worldwide. North Highland's US-based workforce of professional consultants is in 18 offices across the country, along with global offices in

the U.K. and South Africa. As a proud founding member of Cordence Worldwide, a uniquely agile, global management consulting partnership, our geographic reach expands to 65+ cities and 5,000+ consultants worldwide, including a pool of national consulting resources responsible for traveling to support peak demands within our offices.

North Highland's workforce brings a broad range of expertise, including strategic planning, project and project management, process and business analysis, people and change management, data and analytics, and technology. Additional details on these capabilities are available in Sections 5.1 through 5.7 and the North Highland corporate website (https://www.northhighland.com/capabilities).

North Highland's strategy for providing sales, order processing, and support of eligible customers involves leveraging our local account teams and communications plan. Our team will take the following steps:

- Order processing will be handled by the local North Highland Regional Client Executives and Client Leads along with the portfolio executive who is authorized to bind the company contractually and responsible for delivery of all products and services.
- North Highland has existing offices throughout the nation and has a proven approach for utilizing our local office network of professionals augmented by our global team and remote consultants to serve eligible users throughout the nation. For example, in Florida, we have provided services in every county of the state by leveraging this model.
- We will actively pursue and deliver work both for state agencies throughout the nation to eligible state and local government users.

Customer Service

North Highland is a nationwide firm with its headquarters in Atlanta, GA. There are 18 total offices across the country, including the following 14 cities where we have sales offices:

Atlanta, GA ● Austin, TX ● Basking Ridge, NJ ● Charlotte, NC ● Denver, CO ● Los Angeles, CA

Nashville, TN ● New York, NY ● Orlando, FL ● Philadelphia, PA ● Portland, OR ● Seattle, WA

St. Louis, MO ● Tallahassee, FL.

Our operating model has been built to provide exceptional results by being nimble and efficient to meet our client's needs and exceed expectations. We have established two methods to quickly assist our regional Client Executives (CEs) and Client Leads (CLs) that support the previously listed cities and states with providing the necessary skills and resource needs to staff our engagements. Our resource management team is integrated with the Client Executives and Client Leads supporting our local offices. Each account has an identified Resource Manager who is responsible for working with them to provide the NH resources required to meet our client's requirements. In addition to our Resource Managers, North Highland Professional Staffing is also fully integrated and provides access to our subcontracting partners, including our HUB partners, to bring in the right expertise where needed. In addition to subcontracting partners, should the need arise, North Highland provides with a vast network of Affiliate consultants, or short-term, specialty talent consultants for role-based work, that provides a national recruiting capability for meeting dynamic resource requirements to be leverage as needed.

Our model vests authority and accountability at the local office level and verifies our clients have local leaders with the ability to deliver the necessary resources to achieve project goals, while local leaders have direct access to company executive leadership. North Highlands's Vice President and Global Public Sector Lead, Wayne Messina, has full authority to bind the firm, while our local Client Executives, who

report to the VP and Global Public Sector Lead, serve as the contract manager, assign North Highland consultants to projects, work closely with subcontracting partners to bring the right expertise to bear, and supervises the work and deliverable quality. This streamlined reporting chain and simple accountability model helps to provide uninterrupted, high-quality performance and overall contract effectiveness. The assigned Project Manager, who reports to the Client Executive, directly oversees the work and consultants and employs the North Highland standard project management methods and tools required to deliver the work from start to finish.

Additional points related to our geographic reach and partnerships include the following:

- We are committed to and have a proven track record of serving in both prime and subcontractor roles. While primarily serving in a prime role, we include teaming partners and subcontractors as needed to best serve our clients.
- We are committed to actively recruit and engage local HUB vendors with agency-specific legacy system knowledge and experience to meet clients' HUB goals.
- We have a proven track record of providing statewide service through a combination of our local branch offices and the global consulting resources available elsewhere. We leverage our local offices, augmented by our national pool of consulting resources, affiliate network of short-term or specialty talent for role-based work, and access to global network of subject matter experts to provide nationwide coverage and meet the needs of our clients.
- Our headquarters in Atlanta, Georgia will support this contract by providing any necessary corporate legal reviews or involvement, helping with recruiting or subcontracting needs, and providing resources for local projects.

4.3 North Highland's Anti-Discrimination Policy

North Highland has provided our Equal Employment Opportunity & Affirmative Action Policy as well as our Diversity, Equity, and Inclusion Policy, which together provide a full understanding of our commitment to anti-discrimination practices and procedures.

Equal Employment Opportunity & Affirmative Action Policy

North Highland has a fundamental belief in the importance of good employee relations and in the dignity of each individual. Equal employment opportunity is more than a legal phrase, it is a matter of principle, a commitment to our employees and something we are proud to practice.

We believe that all employees should be treated in the same manner concerning all employment practices, including recruitment, advertising, job application procedures, hiring, training, promotion, transfer, layoff, discipline, termination, compensation, benefits, and all other terms and conditions of employment, provided the individual is qualified, with or without reasonable accommodations, to perform the essential functions of the job.

North Highland will not tolerate harassment or discrimination against employees or applicants based on race, color, creed, ethnicity, sex, pregnancy and breastfeeding, religion, marital status, age, gender (including gender identity and gender expression) national origin, sexual orientation, disability, veteran status, military, citizenship status, or any other protected class, characteristic, or consideration made unlawful under applicable federal, state, or local laws.

Such information will be maintained in a confidential manner and will not be used against an individual when making any employment decisions. Employees and applicants with disabilities and disabled veterans are encouraged to inform Human Resources if they need a reasonable accommodation to perform a job for which they are otherwise qualified. North Highland makes, and will continue to make, reasonable accommodations to the known physical or mental limitations of an otherwise qualified applicant or employee to promote the employment of qualified individuals with disabilities and disabled veterans, unless such accommodations would impose an undue hardship on the operations of the Company's business.

North Highland Company is fully committed to principals of equal employment opportunity and affirmative action. Our Chief Executive Officer, Alex Bombek, supports the successful implementation of the Company's Affirmative Action Programs and has appointed North Highland's Vice President of Human Resources, Jennifer Mancuso, as the Affirmative Action Officer for the Company, with responsibility for implementation of the Company's affirmative action activities. The Affirmative Action Officer has the full support of top management and the staff necessary to fully implement this Program. All managers and supervisors will take an active part in the Company's Affirmative Action Plan to ensure all qualified employees and prospective employees are treated in a non-discriminatory manner with respect to all employment decisions. Furthermore, North Highland Company will solicit the cooperation and support of all employees for the Company's Equal Employment Opportunity and Affirmative Action Policy.

Our Affirmative Action Programs include an audit and reporting system, which, among other things, uses metrics and other information to measure the effectiveness of our Program. The Affirmative Action Officer has been assigned responsibility for periodically reviewing progress in the compliance and implementation of our policy of affirmative action. In accordance with public law, the Company's program of affirmative action for qualified individuals with disabilities and the program of affirmative action for protected veterans are available for inspection in the Human Resources Department, Monday through Friday, from 9:00 a.m. to 5:00 p.m. upon request.

In addition, employees and applicants will not be subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in, or may have engaged in, filing a complaint, assisting or participating in an investigation, compliance review hearing, or other activity related to the administration of Section 503 of the Rehabilitation Act of 1973, as amended, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, Executive Order 11246, and/or any other federal, state or local law or regulation regarding Equal Employment Opportunity, opposing any act or practice made unlawful, or exercising any other right protected by such laws or regulations or exercising any other right protected by such laws or regulations. North Highland Company will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own payor the pay of another employee or applicant. However, employees who have access to the compensation information of other employees or applicants as part of their essential job functions cannot disclose the pay of other employees or applicants to individuals who do not otherwise have access to compensation information, unless the disclosure is (a) in response to a formal complaint or charge, (b) in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or (c) consistent with the contractor's legal duty to furnish information.

Diversity, Equity, & Inclusion Policy

As a people-centered firm, North Highland is committed to creating an inclusive and welcoming environment for all individuals. We celebrate diversity in identity, background, thought, experience, contributions, and characteristics.

At North Highland, inclusion means we value, appreciate, and welcome each other's personal differences that make us all unique while also focusing on what connects us and makes us similar.

Diversity at North Highland means more than race, sex, or physical abilities. It is also cultural differences, lifestyle, age, background and much more. It is the social and personal characteristics that make us individuals and differentiates our work.

We embrace and encourage our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique. We believe such diversity enables us to view problems from a broader perspective and find solutions that challenge operating norms, disrupt the market, and connect hearts and minds.

Our Core Values are central to an inclusive and diverse culture.

- Client-centricity where our priority is client service and respect.
- Integrity where we communicate and act with the highest degree of honesty, integrity, professionalism, and inclusiveness.
- Empowerment where we are empowered to make choices on our careers, compensation and assignments.
- Accountability where we are responsible and accountable for the success of our clients, teams and firm.
- Care where we respect and value the individual capabilities, contributions, and quality of life for each employee.

Executive support is paramount to the success of building and sustaining a diverse and inclusive workforce. North Highland's commitment to diversity initiatives is applicable but not limited to our practices and policies on recruitment and selection, compensation and benefits, professional development and training, promotions, ongoing development of a work environment built on a commitment of equity that encourages:

- Respectful communication and cooperation between all employees.
- Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
- Work/life balance through flexible work schedules to accommodate employees' varying needs.
- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for the diversity.
- All employees of North Highland have a responsibility to always treat others with dignity and respect. All are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other firm-sponsored and participative events.

North Highland will continue to educate our workforce through annual compliance training and as a prerequisite during onboarding of new hires to ensure that our employees understand the behavior expected of our workforce. Our goal is to create a sense of belonging where we value, welcome, and appreciate diversity of thought, experience and action. To create a sense of belonging at North Highland, it takes all of us working together collectively.

Employees who believe they have been subjected to any kind of discrimination that conflicts with the company's diversity and inclusion policy should reach out to their manager or HR Business Partner.

Violation of North Highland's policies and values will result in disciplinary action, up to and including immediate termination of employment.

More details on North Highland's commitment to Diversity and Inclusion can be found at: https://www.northhighland.com/about-us/diversity

4.4   North Highland Certifications

North Highland has provided certificates from the Secretaries of State of Georgia and Texas evidencing our ability to contract in those states on the following pages. Additional documentation for other states can be provided upon request.

STATE OF GEORGIA

Secretary of State
Corporations Division
313 West Tower
2 Martin Luther King, Jr. Dr.
Atlanta, Georgia 30334-1530

CERTIFICATE OF EXISTENCE

I, **Brad Raffensperger**, the Secretary of State of the State of Georgia, do hereby certify under the seal of my office that

The North Highland Company LLC
a Foreign Limited Liability Company

was formed in the jurisdiction stated below or was authorized to transact business in Georgia on the below date. Said entity is in compliance with the applicable filing and annual registration provisions of Title 14 of the Official Code of Georgia Annotated and has not filed articles of dissolution, certificate of cancellation or any other similar document with the office of the Secretary of State.

This certificate relates only to the legal existence of the above-named entity as of the date issued. It does not certify whether or not a notice of intent to dissolve, an application for withdrawal, a statement of commencement of winding up or any other similar document has been filed or is pending with the Secretary of State.

This certificate is issued pursuant to Title 14 of the Official Code of Georgia Annotated and is prima-facie evidence that said entity is in existence or is authorized to transact business in this state.

Docket Number   : 24047729
Date Inc/Auth/Filed: 10/05/2016
Jurisdiction   : Delaware
Print Date   : 11/16/2022
Form Number   : 211

Brad Raffensperger
Secretary of State

Office of the Secretary of State

Certificate of Fact

The undersigned, as Secretary of State of Texas, does hereby certify that the document, Application For Certificate Of Authority for The North Highland Company LLC (file number 13812706), a DELAWARE, USA, Foreign Limited Liability Company (LLC), was filed in this office on April 24, 2001.

It is further certified that the entity status in Texas is in existence.

In testimony whereof, I have hereunto signed my name officially and caused to be impressed hereon the Seal of State at my office in Austin, Texas on November 16, 2022.

John B. Scott
Secretary of State

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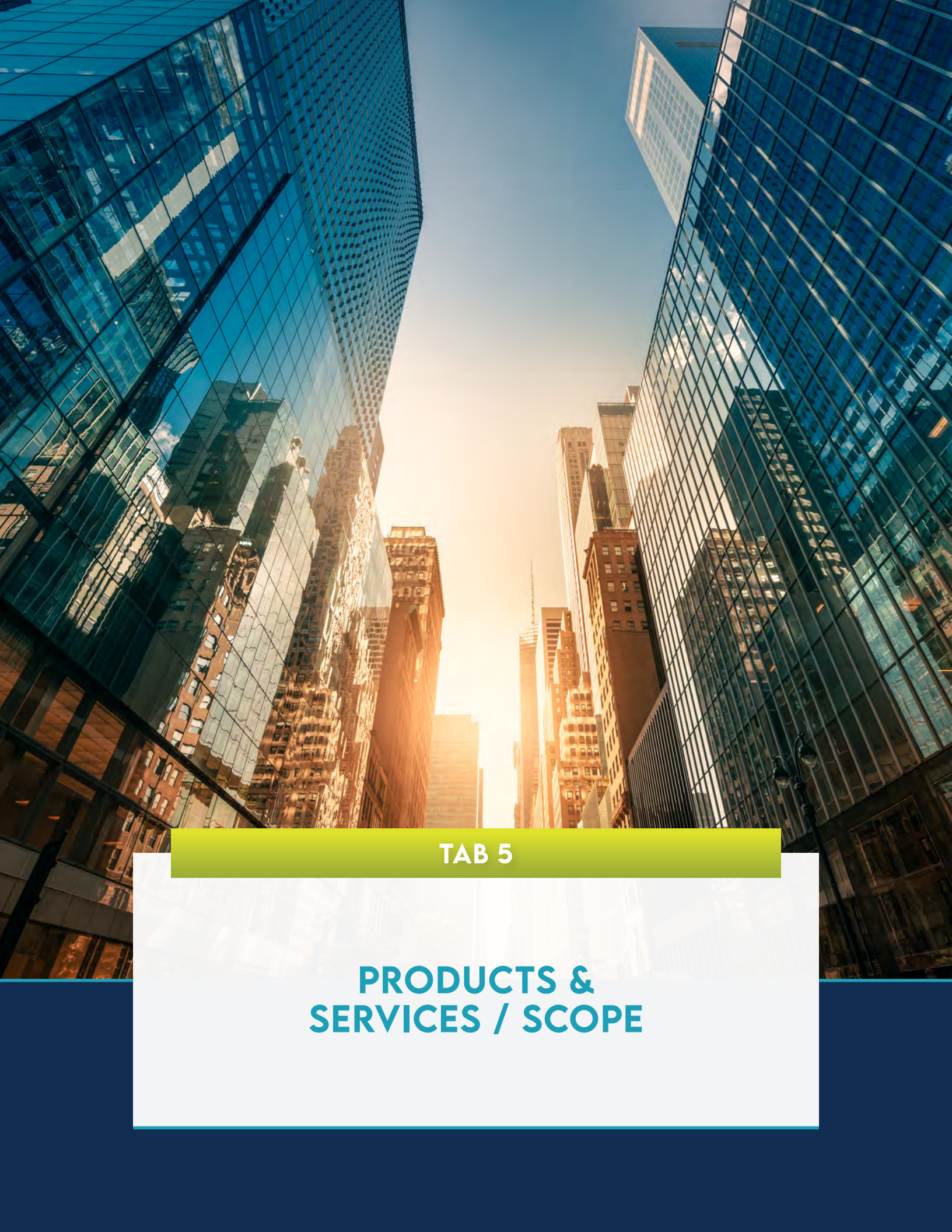
TAB 5

PRODUCTS & SERVICES / SCOPE

Tab 5.   Products and Services / Scope

North Highland does not sell products or construction items with our consulting services, and while we do not provide a warranty for our services, we pride ourselves on our client satisfaction—proven by the fact that 94% of our business firmwide is with repeat clients. Over the last 30 years, we've built world-class, repeatable, and proven solutions to meet our clients' transformation needs. As a result, we're more than capable—we're masters of our craft. Perfecting the art of leading successful transformations is simply what we do.

Our expertise is focused on six distinct practices discussed below. This includes capabilities encompassing Strategy, Program and Project Management, Change Management, Data and Analytics, Process and Business Analysis, and Technology. Our teams have expertise and years of experience allowing us to address unique client needs from a position of knowledge. Further, we pride ourselves on building client capabilities with our collaborative approach that incorporates drivers of employee engagement from strategy through execution.

5.1   Strategy Practice

As a leading change and transformation consultancy, North Highland's Strategy Practice connects customer, workforce, and operational realities to provide undeniable value for our clients. We are driven to understand the uniqueness of our clients and their culture; dedicated to collaborative engagement models that build client capabilities; determined to make next steps simple and executable; and differentiated in our ability to design and deploy strategies people believe in.

As the vanguard of North Highland's unending pursuit to help our clients change and transform their organizations to reach their full potential, our Strategy Practice offers a unique and compelling alternative to traditional models. We intentionally blend contemporary methods spanning systems, design, and futures thinking with cross-disciplinary and industry expertise to address complex and integrated transformation opportunities across business functions.

As mentioned above, North Highland's Strategy Practice focuses primarily on three distinct types of transformations as depicted in *Exhibit 5-1* below.

Exhibit 5-1: North Highland's Strategic Approach to Business Transformation

Customer Transformations—For organizations seeking to identify and meet their customer and constituent needs or become more adaptable, flexible, efficient, and effective in who and how they serve, including the design and delivery of products, services, and experiences. By inviting change as an opportunity to drive increased value, North Highland clients reorient their organizations around the customer, build capability, and drive growth through customer-centricity.

Workforce Transformations—For organizations seeking to become more adaptable with more flexible approaches to workforce planning, new ways of working and more productive and fulfilling employee experiences. By inviting change as an opportunity to drive increased value, North Highland clients unleash their workforce's full potential by diversifying talent, exploring new capability models, and seeding a growth mindset across teams and workforce ecosystems.

Operational Transformations—For organizations seeking to respond to challenging market conditions by increasing speed, aggressively managing costs, removing complexity, and building flexibility. To navigate everchanging socio-economic and political environments, operational transformation must consider increasing enterprise or functional performance while boosting efficiency. By inviting change as an opportunity to drive increased value, North Highland clients realize new business strategies and unlock sustainable performance

North Highland's approach to developing a strategic development plan for transformations has three distinct phases, as depicted in *Exhibit 5-2* below.

Exhibit 5-2: Approach to IT Strategic Plan Development

The most common deliverables created through this three-phase process are: (1) a strategic plan with defined mission, vision, values, goals, objectives, initiatives, and KPIs, (2) a high-level implementation roadmap, and (3) a strategy articulation map.

Phase I: Discovery. During Phase I, North Highland gathers industry-wide and organization-specific information through research, document reviews, and one-on-one interviews. These interviews are conducted with senior leaders across all parts of the agency to gather wide-reaching perspectives on the organization's strengths and weaknesses, trends within the industry, and opportunities for the organization to pursue.

Phase II: Development. During the Development Phase, North Highland facilitates a multi-day IT Strategic Planning Workshop for senior leaders during which the plan's key components—namely, mission, vision, values, goals, objectives, initiatives, and KPIs (see in *Exhibit 5-3*)—are agreed-upon. In many instances, we draft proposed strategic plan components *prior to* the Workshop based on the information gathered in Phase 1. We find this helps spur the conversation at the workshop because it gives leadership something to respond to, rather than relying on participants to generate ideas from scratch. In addition, we leverage the collective expertise of the firm to engage Subject Matter Experts in the workshop to provide input and guidance in specific elements of the strategic.

Exhibit 5-3: IT Strategic Plan Components

Phase III: Roadmapping. During Phase III of a typical Strategic Plan Development project, North Highland develops the second and third deliverables: a high-level implementation roadmap and an IT strategy articulation map. The roadmap describes the order in which the strategic plan's initiatives should be implemented to be most efficient and effective; the strategy articulation map serves as a one-page summary of the strategic plan that can be disseminated either internally or externally to articulate the contents of the plan quickly and compellingly.

5.2   Program & Project Management Practice

Outstanding Program and Project Management (PPM) is the cornerstone of any good project. A recent Project Management Institute (PMI) study found that companies that implemented proven project, program, and portfolio management practices meet their original goals and business intent two and a half times more often (89% versus 34%) and waste 13 times less money. North Highland's dedicated PPM Practice provides the base methodology for delivering our engagements and seeks to share our collective knowledge about PPM, provide continuing education opportunities for those interested in PPM, and provide a starting point for business development opportunities related to PPM wherever possible.

From design through delivery, North Highland teams are constantly learning, integrating, and customizing – tools and frameworks <u>with</u> clients

Illustrative, Not Exhaustive

Exhibit 5-4: North Highland's PPM Service Offerings

Our primary PPM service offerings include:

Enterprise Agility—North Highland's approach to transformations considers the entire business, taking a whole-systems approach to improve flow and eliminate systemic waste. Agile Transformation is about driving better business outcomes, breaking down traditional functional silos to instill a "customer first" mindset, and accelerate value through the organization. With Agile Delivery, we embed the change to make transformation stick.

Portfolio Management and Optimization—North Highland improves our clients' portfolio management capability by applying new mindsets to ideation, development, prioritization, and implementation of portfolio initiatives. Our approach helps businesses focus on the value the portfolio delivers through the collection of initiatives across both traditional and agile environments.

Program Management—North Highland designs, mobilizes, and delivers strategic, high-profile change and transformation programs. Our expertise includes program assessment, delivery, and methodology design. We also support failing programs, establish program governance and structures, and deliver end-to-end programs.

Project Management and Capability Development—North Highland supports organizations in the management and delivery of key projects and products through waterfall, agile, and hybrid approaches. Our PPM staff are also experts in assessing and improving our clients' project management capability.

5.3   Process & Business Analysis Practice

North Highland's Process and Business Analysis (PBA) Practice focuses on optimizing many aspects of our clients' businesses including operations, processes, finance, and structure. Our Process experts deconstruct and visualize business processes, identify value-added and non-value-added aspects, and formulate a future-state process environment that drives efficiency across the organization. Business Analysis is the set of tasks and techniques our experts use to work as liaisons among stakeholders in order to understand the structure, policies, and operations of an organization, and to recommend solutions that enable the organization to achieve its goals.

Our PBA Practice's primary service offerings include:

Business Analysis—North Highland's Business Analysis skills and capabilities help our clients make key decisions around how to recognize, formalize, and implement change. We combine our resource-based skills with analytic tools and data to consistently, creatively, and accurately drive sustainable results.

Business Architecture—North Highland's Business Architecture services provide our clients with a blueprint of their organization that provides a common understanding and is used to align strategic objectives with solution execution.

Process & Operations—North Highland's Process/Operations service focuses on implementing a management methodology to optimize a company's operations. All work processes are documented and optimized, and metrics are developed to measure work force efficiency, utilization, and productivity at the individual and/or crew level.

Intelligent Automation—North Highland works with our clients to automate simple to complex processes using a variety of automation tools when possible and effective. These tools include, robotic process automation (RPA), machine learning (ML), optical character recognition (OCR), and natural language processing (NLP).
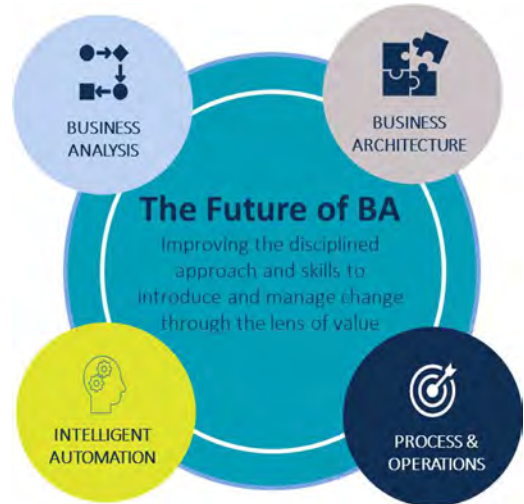
Exhibit 5-5: North Highland's PBA Service Offerings

5.4   People & Change Management Practice

The regular transformation has become a requirement for modern organizations, and the ability to change rapidly and successfully is a mandatory core competency. This requires agility and resilience. A focused and dedicated approach to managing rapid and constant change is critical to success.

Organizations that are succeeding have recognized that people are the differentiator. North Highland's People & Change Management Practice capitalizes on this differentiator by taking a people-centered approach to change—leveraging design thinking, behavioral science, and agile delivery to involve people in designing, shaping, and delivering lasting change.

North Highland change management strategies deliver along four dimensions that accelerate growth and change in your organization:

- **Deliver Organizational Outcomes.** We take an organization-wide view of all the changes impacting the organization and shape an enterprise level change portfolio

- **Increase Speed & Flexibility.** Through iterative approaches we create speed to ROI and lasting long-term benefits

- **Transform Culture.** North Highland builds an agile environment that responds to change and disruption

- **Build Capacity.** We create communities of change-capable employees who can sustain change initiatives across the organization

Our People-Centric model allows us to **partner with you at any point in your change journey** to incorporate best practices in creating the optimal employee experience for your organization.

Our People & Change Management service offerings include:

Cultural Transformations—Cultural change requires intentionality and vision. North Highland believes that this change starts by understanding the current climate, including both spoken and unspoken perceptions, and continuing to build against a set of eight cultural levers: vision & values, capability, leadership, teamwork, communication, environment, measurement, and recognition.

Organizational Change Management (OCM)—Change is the new normal, but unfortunately, so is the failure of most change initiatives. So why take the same old approach? North Highland brings change management out of the ivory tower. We help demystify how to make change happen on the ground, applying logic and creativity. Whatever the nature of your change initiative, we can help you inspire change, engage your people, and accelerate business results.

Team North Highland's Organizational Assessment Approach is based on the following eight (8) workstreams:

- Workstream #1: Project Initiation and Kickoff

- Workstream #2: Project Alignment

- Workstream #3: People, Skills, and Capabilities

- Workstream #4: Organization Structure, Process, and Environment

- Workstream #5: Benchmarking, Political, Economical, Social, and Technological (PEST) Analysis, and Strengths, Weaknesses, Opportunity and Threats (SWOT) Analysis

- Workstream #6: Opportunity Analysis

- Workstream #7: Change Impact Analysis and Readiness Assessment

- Workstream #8: Report Preparation and Delivery

5.5 Data & Analytics Practice

Data is pervasive, but it is difficult to productively corral, organize, store, and analyze given the volume, velocity, and variety of the data available to modern organizations. North Highland's Data & Analytics Practice believes that successful data solutions speak to all facets of a client's problem including people, process, and technology. We not only build complex technical solutions but also provide education,

content, and community to create actionable business insights from this massive inflow of data for our clients.

WHAT WE DELIVER

Information Management

Assessment and Roadmap

Data Governance and Stewardship

Data Quality

Master Data Management

Data Engineering

Modern Data Platforms

Data Architecture

Data Pipelines

Business Semantic Layers

Advanced Analytics

Experience Analytics

Operational Analytics

Big Data Analytics

Unstructured Data Analytics

Data Visualization

Custom Java, D3, and .Net

Dashboards and Self-Service Analytics

Mobile Analytics

Exhibit 5-6: North Highland's D&A Service Offerings

Our Data & Analytics service offerings include:

Advanced Analytics—North Highland's expert analysts extract meaningful patterns from data to describe, predict, and improve customer experience effectiveness and business performance. The techniques utilized to do this include predictive modeling, machine learning, text mining, topic modeling, and embedding analytical business operations.

Data Visualization—Utilizing high-quality analytics grounded in clean, secure data, North Highland's experts develop compelling, actionable data stories, scorecards, and dashboards.

Data Engineering—From operational data stores to enterprise data warehouses to in-memory analytics warehouses, either on premise or cloud, North Highland architects and builds the underlying infrastructure to support insight-rich organizations.

Information Management—North Highland develops data, information, business intelligence, analytics strategy, and roadmaps that align with business objectives. Our approach drives data quality through data governance and master data management (MDM) frameworks across people, processes, and technology.

5.6   Technology Practice

North Highland simplifies technology into a digital core of modern platforms and operating capabilities with the goals of integrating and automating the business activities of customers, workforce, and operational business units to provide all stakeholders a common view of the business and helping clients reduce costs, improve reliability, increase speed to market, and deliver the insights the business needs to sustain and grow in the face of constant disruption. Of note, North Highland was named an innovator in Digital Transformation & Digital Services and one of six ALM Pacesetters in that same category in ALM Intelligence's 2022-2023 Pacesetter Research report

Our Technology Practice's service offerings include:

Digital Advisory—North Highland's Digital Advisory Services plan the transformation of our clients' Digital Core to reduce cost, manage risk, and accelerate time to market.

Digital Delivery—North Highland designs, builds, and integrates solutions to enable our clients' next generation digital experience.

Exhibit 5-7: North Highland's Digital Core Methodology

Digital Operations—North Highland helps our clients modernize their end-to-end service management capabilities, ensure seamless workforce adoption, and drive solutions forward.

5.7   Aligning Our Capabilities to Client Needs

As discussed above, our expertise is focused on six distinct practices outlined in the chart below. This includes capabilities encompassing Strategy, Program and Project Management, Change Management, Data and Analytics, Process and Business Analysis, and Technology.

The table below shows the alignment of our capabilities with the suggested RFP service categories. We are confident that our teams bring broad expertise to build specific and customized solutions that address the most challenging issues faced by the organizations represented by NCPA.

RFP SERVICE CATEGORIES	STRATEGY	PROGRAM & PROJECT MANAGEMENT	PROCESS & BUSINESS ANALYSIS	PEOPLE & CHANGE MANAGEMENT	DATA & ANALYTICS	TECHNOLOGY
Achieving a better state of health	●	●	●	●	●	●
Modernizing public safety	●		●	●	●	
Building infrastructure for the 21st century	●	●	●	●	●	●
Creating jobs and driving economic growth	●	●	●			
Educating citizens for the future	●	●	●	●	●	●
Reimagining tax and finance	●	●	●		●	●
Effectively establishing and managing pensions and benefits programs	*Service offering in development*					
Building resilience and crisis response	●	●	●	●	●	●
Transforming back-office functions	●	●	●	●		●
Driving operational transformations	●	●	●	●		
Creating a better citizen experience including digitization	●	●	●	●		●
Addressing capital productivity and capital management	●	●	●	●	●	
Developing effective strategies and plans	●	●	●	●		
Applying advanced analytics	●	●		●	●	●
Transforming organizations, workforce, and culture	●	●		●	●	
Managing risk	●	●	●	●	●	●

5.7.1 Achieving a Better State of Health

Strategy ● Program & Project Management ● Process & Business Analysis ● People & Change Management ● Data & Analytics ● Technology

Clients consistently cite North Highland differentiators as our people, our experience, and the commitment we bring in applying disciplines in a way that achieves results. We operate with one simple tenet: "To do what's right for our clients and our people." This focus has helped guide us to become a top consulting firm known for bringing big ideas with the delivery capability to back them up.

Serving public sector organizations has been an integral part of North Highland since its inception nearly 30 years ago – having served more than 300 individual federal, state, and local agencies and organizations and successfully delivering more than 1,100 successful public sector consulting engagements, many of those in health and human services (HHS). In short, we know the business of government and provide excellent service, earning us the trust—and repeat business—from our public sector clients. In fact, 94% of our business firmwide is with repeat clients.

Our public sector HHS experience includes supporting Medicaid programs, state-based health exchanges, child welfare programs, integrated eligibility, implementation of electronic health records, and other health information technology initiatives focused on helping our clients improve and achieve a better state of health. Services provided to our HHS clients include program and project management, strategic planning, process and business analysis, organizational change management, and data and analytics.

Requested Service

Assessing the current state and options for state healthcare strategies through assessment of market trends, identification of best practices in other states, and application of advanced analytics. These strategies may include financing, delivery, coverage, infrastructure, health IT and other strategies, and may include response to external changes (e.g., federal healthcare reform).

North Highland's public sector HHS group has extensive experience helping organizations assess their current state and conduct strategic planning including developing a future vision, goals, objectives, desired outcomes, and strategic roadmaps that define the path forward to realize the desired future vision.

Our strategic planning approach involves developing a common vision of the future and translating this vision into strategic goals that enable the desired future state. We have successfully used this approach with many of our HHS clients, including our work supporting the states of Georgia, Florida, New Jersey, and Rhode Island Medicaid transformation efforts.

To this end, at the onset of a strategic planning engagement the North Highland team facilitates a visioning session with our client's leadership team to capture the strategy for the desired future state. This session is critical in setting the stage for success because a well-defined vision and goals establish a clear and constant reference framework, or "North Star," for decision-making not only throughout the planning effort, but throughout a multi-year transformation program.

"North Highland presents a seamless team that has provided value during our MMIS re-procurement. They have established a collaborative working productively with other vendors and state project staff to help us achieve our goals."

– Transformation Project Director Florida Agency for Health Care Administration

North Highland's visioning sessions are designed to be interactive workshops with facilitated discussions and exercises to elicit and document our clients' current needs, short- and long-term business and

technology plans, limitations of the existing systems, and the broader constraints and dependencies that could impact the desired transformation, timeline, and resource needs. Our team develops a strategy map from the input gathered in the sessions, which summarizes the vision and strategic goals for the transformation in a clear and concise format that can be shared easily with both internal and external stakeholders.

Next North Highland conducts an assessment and analysis of the current state to help inform a roadmap that aligns with the future vision. Typical assessment and analysis activities:

- **Set-up and Planning:** includes identifying client subject matter experts (SMEs), planning sessions, requesting and reviewing documentation and data, and developing application inventories.

- **Business Process Assessment:** includes conducting as-is and to-be business process mapping sessions to define the current state, identify pain points, bottlenecks, and inefficiencies, and define the to-be business processes.

- **Technical Assessment:** includes conducting as-is and to-be sessions to document the current and future technical and information architecture. A technical assessment may also include conducting a code analysis of the current software in place.

- **Gap Analysis:** includes developing functional and technical gap analyses, application to business value mapping, high-level future state functional requirements, technical gap analysis report, and a cost benefit analysis value grid.

- **Product Landscape Analysis:** includes conducting market research and analysis, developing a product landscape report, and documenting key findings.

After the assessment and analysis phase, North Highland works with our clients to develop a transformation strategy and roadmap. Roadmapping activities include defining the scope of the transformation effort, estimating cost, resources, and duration for each project, establishing a prioritization framework, and developing a roadmap that aligns with the desired future state. Next, we conduct project planning activities including documenting project charters, identifying key project resources such as sponsors, project managers, and SMEs, developing a work breakdown structure with dependencies, aligning resources, and producing effort and duration efforts to inform our development of a tactical project plan for the planned transformation. *Exhibit 5-8* below provides a high-level overview of our business analysis and strategic planning approach we use to support state Medicaid Enterprise System (MES) transformation projects.
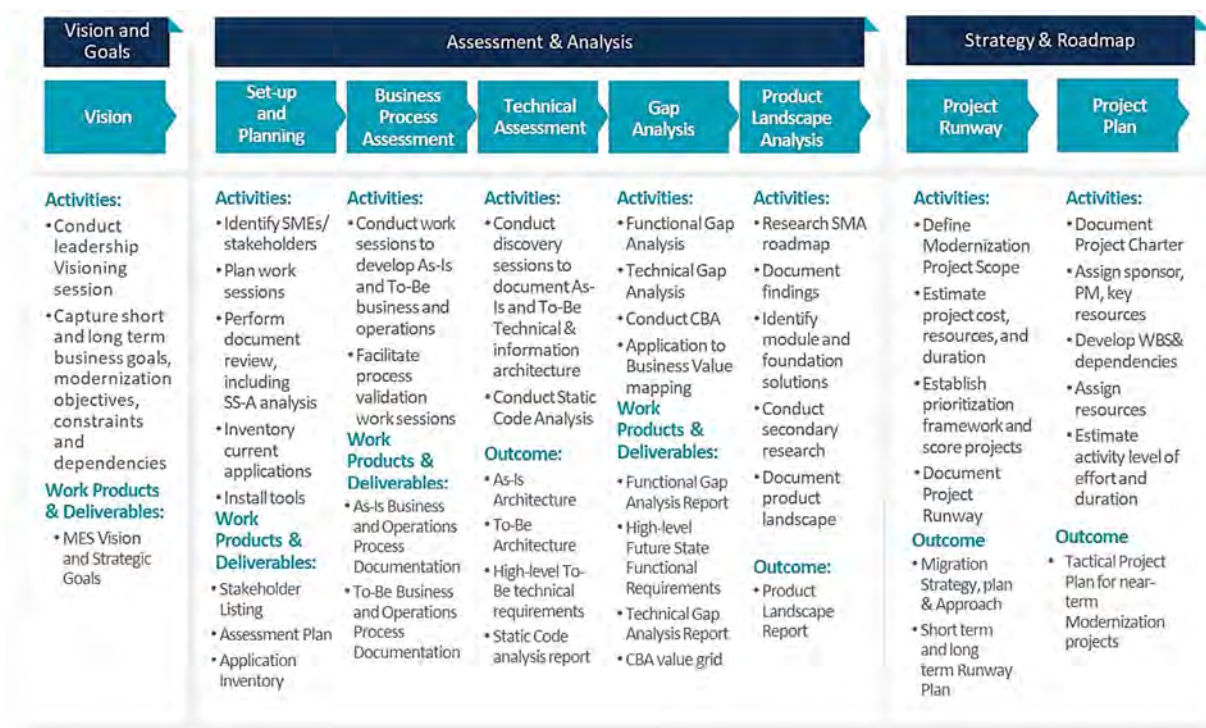
Exhibit 5-8: Example State MES Business Analysis & Strategic Planning Approach

Examples of the outcomes delivered and the value realized by our clients include:

- **Eligibility/State-Based Exchanges:** Supported complex eligibility determination technology and program transformations that resulted in reduced costs, errors, and fraud; and increased volume of services delivered through automation.

- **Medicaid Programs:** Helped accelerated MES transformations resulting in cost savings from recommended financial management improvements, and the tools required for a seamless transition to a fully remote environment during COVID-19 without losing momentum.

Healthcare Data Evaluation and Analytics

North Highland offers healthcare data evaluation, analytics, data sharing facilitation, and other related support, e.g., developing and implementing data governance strategies, to help our clients improve healthcare outcomes.

For example, one of our clients, Lake County, wanted the ability to make evidence-based decisions using health data from the Lake County population when evaluating decisions on their investments and strategic direction for their healthcare communities. Previous research had been siloed within entities across the county and significant functional and technical barriers existed related to sharing data across hospitals, the judicial system, jails, law enforcement, homeless shelters, community groups, and homes for individuals with mental, emotional, and behavior health needs. Those challenges stemmed from legal practices at the federal, state, and local level as well as from operational processes and technical

programs. Lake County established a Mental Health Coalition comprised of representatives from the organizations with the hope of recognizing data sharing opportunities and better leveraging data.

Members of North Highland's project team analyzed the county's past data initiatives and conducted research to understand the related work previously done. Our team met with members of the coalition and other members of their organization to understand the operational, legal, and technical challenges to sharing data across entities or submitting information to a centralized system. North Highland compared these challenges to like systems, leveraged its legal expertise, and conducted root cause analysis to understand which challenges can be overcome and between which entities.

North Highland's data experts evaluated the complete set of desired data and assessed the methods and mediums through which the data can be shared compliantly. North Highland used this analysis to inform the creation of data sharing options, each with its own advantages and risks, and partnered with the Coalition to select the appropriate data sharing model. We drafted the data sharing agreements and outlined for each of the involved entities the operational, technical and change management needs necessary to see this new model through to fruition. North Highland understood the financial and operational demands and provided Lake County with an executable implementation plan. To ensure the program's progress and continuity, North Highland transitioned on-going tasks throughout the implementation period to its future owners and coached the on-going team on best practices to ensure future success.

Lake County was provided with a greater analysis on the data available, a library of external and internal research with analytical findings, a list of the functional and technical sharing challenges, and solutions to execute various data sharing agreements. Lake County also has the preliminary patient journey data to understand the demand for a crisis center, profiles of the individuals within this population and their attitudes towards mental health and sharing agreements and coalition charter to serve as an example to other counties who wish to emulate the Mental Health coalition's mission. With a formalized charter and data sharing practices, Lake County has the foundation for improved care coordination across systems and can make more informed decisions about the health and support needs of the county's population for many years to come.

Requested Service

Supporting states in the design of state healthcare innovation models, with non-exhaustive examples including transitions to Medicaid Managed Care; statewide value-based payment programs; strategies for special needs populations; rural health access; market stabilization; and cross-cutting collaborative approaches for other population health priorities (e.g., opioids).

Helping our clients transform a strategic vision into realized value is a focus area for North Highland's public sector HHS group, this includes transformational efforts such as helping a state transition to Medicaid managed care. For example, the Florida Agency for Health Care Administration (AHCA) anticipated a significant organizational transformation required to implement Statewide Medicaid Managed Care (SMCC). AHCA needed support transitioning from a fee-for-services to a Medicaid Managed Care model and engaged North Highland to develop an unbiased study for the realignment of resources needed to implement SMMC.

North Highland leveraged our Organizational Transformation Model comprised of four phases; Stage, Solve, Transition, and Sustain to support AHCA's managed care transformation. The scope of work for this project included the activities in the Stage and Solve phases.

The purpose of the Stage phase was to consolidate and synthesize the Agency's current state to gain an understanding of the existing operational and service models for delivering health care services. As part of the current state assessment interviews were conducted with stakeholders across impacted state agencies to identify current state gaps in achieving the desired state of strategic and operational alignment in the implementation and provision of statewide Medicaid managed care services. A review of the information gathered by AHCA from other states with SMMC experience was compiled and considered in the final synthesis of recommendations.

North Highland delivered a Medicaid Reorganization Study interim and final report. The report provided findings based on the current state assessment and recommendations and a roadmap to achieve the Agency's desired future state for the provision of SMMC. Included in the report were implementation tools to assist the Agency with their planning and implementation of the recommended Medicaid managed care functional model; a workplan detailing the steps and activities needed to transition the functions from one organizational unit to another, a workload analysis survey tool, a role to position mapping tool and an organizational change management planning roadmap identifying the steps and activities needed to implement organizational change management. The North Highland report provided the Agency with the tools it needed to finalize the design of their SMMC Organization, align and prepare the Agency to support a two (2) to five (5) year roll-out of Medicaid Managed Care Services and with a long term seven (7) year strategic road map containing key milestones to help the Agency in their strategic planning for the next major procurement activities for provisioning Statewide Medicaid Managed Care Services and Third Party Administration services for benefits payments to Managed Care Organizations and data collection, processing and reporting to support Agency actuarial forecasting and MCO performance and outcome oversight.

Rural Health Access

North Highland's public sector HHS group also has experience supporting rural health access initiatives. For example, the Florida Department of Health, Office of Rural Health (DOH) contracted with North Highland to provide consultant services for Florida's 13 Critical Access Hospitals (CAHs). The goal of this project is to enhance quality and financial performance at select facilities in an effort to successfully meet and maintain financial and quality benchmarks through best practice solutions for the Office of Rural Health, Public Health and Statistics Flex Program. The focus of the FLEX grant is to improve operational financial and performance improvement for CAH's.

North Highland's approach consisted of three major phases, each described below:

Discovery/Planning: This phase included ensuring alignment of objectives and desired outcomes based on requirements and establishing contact with hospitals. Further, this phase included sending each hospital a Memorandum of Understanding, establishing timelines, conducting research and analysis, and gathering benchmarked data from peer groups.

Assessment: In this phase, North Highland conducted site assessments with senior management, documented financial and quality practices, conducted a gap analysis be-tween practices at target hospitals and benchmarked peer hospitals, and developed recommendations based on best practices.

Delivery: This phase included developing assessment findings content, publishing eight CEO reports, and creating and leading five webinars. The North Highland team led five rounds of financial improvement training and created the flex website. This phase ended with North Highland facilitating a one-day conference with the CAH's.

All required deliverables were completed on time and well documented for FY 2016-2017. As a result of this project, North Highland worked with DOH the CAHs to plan for continuation of this project in FY 2017-2018. North Highland's goals were, and continue to be, to meet and exceed DOH's Flex program requirements and expectations, to work closely with CAHs to customize services that best meet their needs, and to encourage and promote increased participation in this Flex financial and quality performance improvement project.

The Department noted, "North Highland consultants quickly established relationships with FL Critical Access Hospitals (CAHs) and provided insightful facility-specific observations and recommendations for quality and financial performance improvement, education webinars, and an annual conference with relevant rural healthcare related topics. We are pleased that North Highland will continue working with us over this fiscal year."

Requested Service

Supporting the implementation of innovation models and other priority areas including project management; stakeholder engagement; grant applications, waiver applications, RFP design and evaluation; support for contract development and performance management approaches; and related activities.

North Highland's public sector HHS group supports clients with developing and implementing new models, project management, OCM including stakeholder identification and engagement, federal funding support, RFP design, development, evaluation oversight, and contract development and support. Examples of our work in these areas include:

Developing and Implementing New Models: North Highland public sector HHS group is currently helping the State of Oregon develop and implement a new integrated eligibility workload model that combines their office and virtual locations supporting the Medicaid, SNAP, TANF, childcare, and domestic violence programs. The final model will be used by the state to help determine the number of eligibility staff needed and to request funding for eligibility staff from their legislature.

Project Management: A core service, North Highland's public sector HHS projects involve providing project management in some capacity. For example, we are currently serving as the strategic advisors and project management office for the State of Florida's Medicaid transformation, as well as Georgia's. However, each of our engagements each have an assigned project manager and project management related activities, e.g., developing project schedules and management plans, status reporting, risk/issue identification and mitigation/resolution. We customize and scale our project management services to meet each client's specific needs.

OCM: North Highland's core Organizational Change Management (OCM) services include creating and operationalizing Change Management plans to help promote adoption of an organization's change initiatives. This includes, but is not limited to, stakeholder identification and management activities. For example, as part of our OCM project supporting the state of Connecticut's Medicaid transformation efforts, our project team is focused on stakeholder identification (i.e., recurring updates and maintenance of program level and project level stakeholder lists), stakeholder engagement planning, recurring readiness assessments, change network planning, sponsorship support, communication content development, and operationalizing OCM through our Change and Communications Management Office (CCMO).

Federal Funding Support: North Highland's public sector HHS group has significant experience helping states obtain federal funding using the Advance Planning Document (APD) process. To date we have helped states secure over $2 billion in federal funds to support projects such as Medicaid transformation

and integrated eligibility initiatives. For example, we are currently developing and managing the state of Georgia's APDs to support their Medicaid transformation and other Medicaid related initiatives.

RFP Design, Development, Evaluation Oversight, and Contract Management Support: North Highland has supported the development, evaluation, and negotiation of procurements worth approximately $1.7 billion for governmental entities. This experience includes the Florida Enterprise Data Warehouse (EDW) procurement, as well as the Georgia/NASPO Core Claims and Financial Management and Third-Party Liability (TPL) procurements, just to name a few. The exhibit below depicts our procurement support approach which has helped our clients achieve best value, reduced risk of protest from bidders, and helped ensure contracts deliver the expected benefits. Our methodology is supported by robust tools and templates that have been refined by experience across multiple projects.

PROCUREMENT PLANNING

| Stakeholder Engagement | Procurement Strategy & Plan Development | Needs Analysis / Definition | Market Scan & Vendor Engagement | Risk Assessment | Procurement Method Determination |

PROCUREMENT EXECUTION

| Requirements Gathering & Specification | Solicitation Package Development | Evaluator Tool Development & Training | Solicitation Publishing & Vendor Response | Bid Evaluation, Oral Presentations, and Negotiations | Vendor Selection and Contract Award |

POST AWARD & TRANSITION MANAGEMENT

| Contract & Implementation Kickoff | Contract Management & Administration | Ongoing Contract Performance Monitoring | Vendor Management | Transition to Operations |

Exhibit 5-9: North Highland's Procurement Support Methodology

Requested Service

Delivering healthcare analytics and/or data management to support any of the above strategies. Furthering healthcare transparency through reporting including the design and/or delivery of reports for providers, health plans, or other entities.

North Highland has expertise across many industries—including Medicaid—in performing planning, implementation, and oversight of multiple data and analytics transformation programs. North Highland offers a proven methodology for conducting Enterprise Information Management (EIM) projects by leveraging our proprietary EIM Component Model, shown in *Exhibit 5-10*, as a framework for accomplishing the Department's objectives. Our EIM Component Model was developed as the result of successes and lessons learned throughout our 20+ years of delivering EIM engagements for both Public

Exhibit 5-10: North Highland's EIM Component Model

and Private sector clients. Leveraging similar concepts as the Data Management Association's (DAMA) Component Model and the Enterprise Data Management (EDM) Council's DCAM Framework, we have uniquely designed our model around business strategy and business value as the main drivers. The center of the model reflects an understanding that the core of any successful EIM initiative is its alignment with the organization's business strategy and goals. The middle ring includes eight operational components or elements that are critical for data management and delivery. Finally, the outer ring of the model includes four execution elements that represent the people and processes required to effectively perform any EIM initiative. Combined, the 12 operational and execution elements align the organization's information to its business strategy through three key aspects – people, process, and technology.

5.7.2   Modernizing Public Safety

Strategy ● Process & Business Analysis ● People & Change Management ● Data & Analytics

North Highland public sector Department of Corrections experience includes supporting corrections-based healthcare delivery modernization to help our clients improve the health of adults in custody and enhance the safety of the corrections staff, adults-in-custody, and the communities they return to. Services provided to our Department of Corrections clients include strategic planning, project management, process and business analysis, and organizational change management (OCM).

Correctional healthcare costs are growing. While the incarceration rates of inmates may be plateauing, the share of the total population has risen sharply in the past decades, and stricter legislation has resulted in longer sentences. Compounding these trends are significant health-related cost differentials that are causing correctional healthcare costs to grow at an outsized pace due to higher incidence rates for infectious diseases, graying prison populations, higher prevalence of behavioral health issues, and other chronic health conditions, all accompanied by no previous history of good health behavior.

Many correctional systems are still using paper-based health records. The adoption of Electronic Health Record (EHR) systems provides a tremendous opportunity to enhance population safety and health during incarceration and positively impact recidivism by managing continuity of care when inmates return to communities.

North Highland's dedicated corrections industry portfolio leverages our core capability practices to help our corrections clients procure and implement healthcare delivery. Whether guiding them through the procurement of EHR systems to increase the health and safety of prison populations or implementing the EHR, North Highland helps our corrections clients reduce costs, improve healthcare delivery, and enhance the safety of staff, adults in custody, and the communities they return to. Services provided to our Corrections clients include strategic planning, project management, process, business analysis, organizational change management (OCM), and data analysis.

Requested Service

Diagnosing current performance and defining strategies to improve the overall performance of public safety organizations (e.g., in corrections, state police), leveraging best practices, analytic tools and decision-making, increased use of technology to drive greater operational transparency, development of tools to drive improvements in areas like population management, housing assignment, violence reduction, and improved reintegration.

Oregon DOC needed help to replace its paper-based clinical documentation – the Agency's overall highest priority IT modernization project. North Highland is providing end-to-end project management, change management, and business analysis services for the Department's first-ever implementation of an electronic health record. The solution provides a comprehensive electronic health record system shared across all ODOC healthcare facilities to support information sharing across partner agencies and some external partners.

North Highland's work in the first year of the project was to build the business case and future vision by working with diverse stakeholders, including clinicians, community partners, agency administration, the legislature, and the state CIO's office. The solution implemented provides a comprehensive electronic health record system that can be shared in a secure and integrated environment across all ODOC healthcare delivery modalities. This project reduces/eliminates burdensome paper medical charts. It provides an electronic mechanism to securely share critical patient treatment data with all providers within ODOC and those providing care to adults in custody outside of ODOC facilities.

North Highland took a formal business-driven approach to architecting a solution and explored the TOGAF architecture domains. North Highland used the results of the business analysis to define the proposed solution and then developed the artifacts associated with the RFP and Scope of Services.

As part of this process, NH captured and modeled the As-Is business processes across all the health services delivery groups (medical, dental, behavioral, and pharmacy), identified the critical paths through the delivery of care, and assessed possible transformational approaches to develop To-Be processes. This work was a critical input for legislative budget requests and the solution procurement process.

North Highland then aided ODOC by developing a strategic vision of the future state. To accomplish this, North Highland facilitated visioning sessions with a much broader group of stakeholders, from doctors to chief medical officers and senior leadership. These visioning sessions were used to develop the health service's future vision. Throughout this process, North Highland worked with ODOC to engage a range of stakeholders at various points in the strategic planning process to ensure that all visions of the future state were recognized and expected outcomes were defined in an inclusive nature.

This strategic vision guided stakeholder decision-making during the To-Be development sessions. North Highland then facilitated the creation of the To-Be processes through extensive sessions with ODOC subject matter experts. The established future state vision also directly influenced requirement definition and associated priorities.

North Highland deployed a multi-disciplinary team with a rare mix of healthcare operations, public sector IT, and corrections experience. ODOC often praised the project team's subject matter expertise, which has far exceeded its expectations for project management and business analysis services. Also, North Highland leveraged its network to ramp up resources, like procurement and change management, to offset pandemic-related availability challenges by agency staff. Despite significant, ongoing impacts from infectious diseases in prisons, this project is on track to meet the implementation timeline.

Requested Service

Development of people/workforce strategies to increase frontline efficiency, to assist in the up skilling of the workforce through capability building and culture change, to improve community engagement, and to provide objective evaluation and improvement of the performance of front line and back office functions within and across public safety agencies.

North Highland uses a proven approach when conducting an analysis on operational performance and upskilling of a workforce which is a component of our overall approach to working with organizations to develop a high-performing culture. North Highland provides an all-encompassing program designed to optimize all facets of an organization's operations. Our approach is a combination of defining key performance indicators and supporting operational metrics, implementing management reporting tools and improvement systems, developing training programs for front-line management and team members, and developing improvement processes to drive sustainable results. North Highland customizes our approach to standardize key performance indicators to improve the overall program delivery outcomes for public safety agencies. After careful analysis and understanding what the desired outcomes for front-line and back-office functions, we develop processes to move towards high performance within the agencies that are implemented by the workforce. North Highland will work with the agency's management team to define an implementation approach following the operational performance analysis and management design sessions with the intent of moving to a sustained efficient operating model over time.
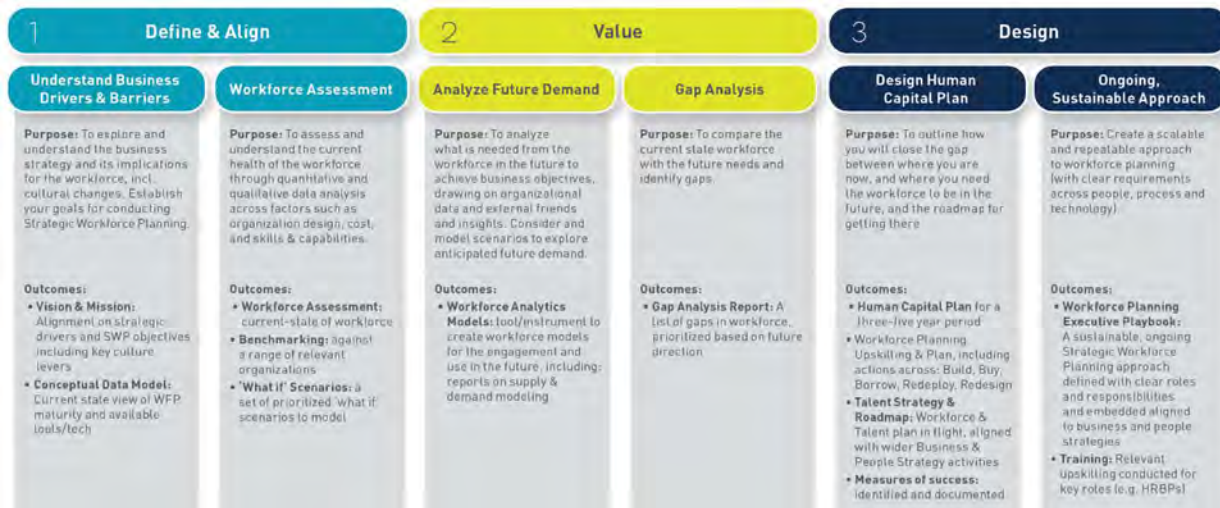
Exhibit 5-11: Example of North Highland's Define & Align, Value, Design Approach

The methodology allows North Highland to develop a further understanding of the agency's operations and environment. Based on direction from the agency, we focus on evaluating the alignment of the goals and strategy of each program based on the overarching mission and vision of the agency. We focus on mandated measures and service delivery requirements the agency must adhere to for all programs. This provides a framework for mapping the current approach for each program is using to track and report performance including how each program area defines its key performance indicators – and how they are prioritized. Our analysis of the approach will focus in the unique best practices utilized by each program and how they align to the agency's strategies. We understand the challenges a public safety agency faces with standardizing performance across the enterprise as different geographic areas have different processing approaches, influencers and needs. The goal is to create a consistent approach to capturing and reporting performance measures that align to the agency vision while addressing the variances

across the programs. Based on our analysis and with input from the leadership team, we provide recommendations for standardized performance measures and outcomes across the program areas and work force. We will then review the current reporting capabilities and provide recommendations for a reporting framework to monitor performance. If necessary, the team works with the agency's data analytics resources on a plan to capture baseline information and data, analyze results, and identify areas of improvement. In addition to the defined deliverable, the team develops a roadmap to:

- Conduct additional analysis not conducted in the initial phase.
- Identify desired behaviors to meet goals and strategies.
- Develop or enhance existing management reports and controls.
- Identify needed skills, assess gaps, and develop training approach (for management and team members) to execute high performing organization framework.
- Implement elements of high performing organization framework, including innovation approaches.

Our approach is designed with an integral change management component. The agency will move from its current way of running the business to a new structured management methodology with valuable tools. The phased, sequential analysis and implementation is designed to allow the work force to acclimate, adapt, and accept the new environment. The tools and methodology recommended make it easier for front-line managers and supervisors to support and guide their teams effectively. We work with the leadership team to help define the desired environment which may include key concepts such as:

- Consistent goals based on the mission/vision of the agency across the regions with specific, time framed targets
- Consistent strategies with a common understanding of the leading metrics which affect those outcomes
- Consistent management tools (such as visible scorecards) to show how teams are performing
- Track community engagement improvement measures and their effectiveness
- Consistent continuous improvement practices (such as weekly review meetings) which focus on highlighting progress and addressing identified opportunities

We used the methodology to assist the Florida Department of Highway Safety and Motor Vehicles to develop a strategy for driving work force performance improvements and community engagement. The project resulted in over 40 specific programs that addressed critical cultural changes, defined performance metrics and outcomes for program areas dealing directly with the citizens they served and the tracking mechanisms for management to verify the progress made toward desired outcomes.

5.7.3 Building Infrastructure for the 21st Century

Strategy ● Project & Program Management ● Process & Business Analysis ● People & Change Management ● Data & Analytics ● Technology

The Transportation industry is in a time of dramatic change. The norms of mobility are disrupting how people, companies, and agencies are looking to keep up with their customers' new expectations. Airlines are looking to provide a better customer experience than their competitors while operating with razor-thin margins. Airports and seaports are searching for additional funding to upgrade deteriorating infrastructure and expand operations, as air travel and tourism increase. Transit agencies—which provide critical bus, subway, trolley, and train service to large metropolitan areas—are seeking to implement electronic fare payment systems that are convenient for riders and efficient for the organization. Departments of

transportation are working to incorporate technologies into roads for generating solar energy, improving the operation of autonomous cars, lighting, and monitoring the condition of the road. And all of these groups, are struggling to determine how to attract a smart and hard-working, yet turnover-prone workforce, while not losing valuable institutional knowledge.

From smart cities to driverless vehicles to drones, interconnected mobility brings challenges and new opportunities for transportation entities, manufacturers, suppliers, and their constituents.

North Highland's dedicated transportation industry portfolio leverages all of our core capability practices to help our transportation clients navigate these changing times. Whether it be guiding them through digital transformations to increase efficiency and heighten the experience of their workforce and customers; optimizing their workforce to adapt their ways of working, workforce models, culture, and talent management in response to market changes and customer demands; or building or scaling their data foundations to fine tune processes and drive more informed decisions, North Highland helps our transportation clients build infrastructure for the 21st century.

Requested Service

Assessing current performance of infrastructure to understand the performance relative to benchmarks and best practices across asset classes (e.g., roads and bridges, water/wastewater, transit, energy, broadband etc.) and geographies. Determine potential drivers for lagging (or leading) performance across asset life-cycle.

North Highland has worked with large infrastructure agencies to improve the performance of their assets. One of the largest in the world is the New York Metropolitan Transportation Agency (MTA) that owns and maintains $1 trillion in assets including rail, roads, bridges and tunnels. MTA embarked on a multi-year Enterprise Asset Management (EAM) initiative with the goal of delivering safe and reliable service while focusing on customer service, responsibly managing funds, and continuously improving capital assets. The objectives of this transformation program are to improve asset management practices, thereby contributing to the core organizational drivers of safety, reliability, cost-effectiveness, customer experience, and resiliency. North Highland was contracted to provide leadership and support to this enterprise-wide business transformation program by delivering program management services.

The project team understood the urgent need to standup a governance structure and build the right relationship between Headquarters and the Operating Agencies that would progress the program under the guidance of the MTA umbrella and bring about the ability to realize efficiencies among agency needs. To address this immediate need, the team proposed a new governance framework allowing each Operating Agency to continue its individual EAM efforts with the guidance and support of MTA without losing the traction already realized. Operating Agencies did not practice any standard form of project management resulting in inconsistent and incomplete information regarding Agency programs. The project team worked with each Agency to develop an inventory of current projects and gain an understanding of the Project Management capability within the Agencies. The project team has created a series of tools and reporting mechanisms to align Agency efforts to MTA objectives while building capabilities needed to sustain their efforts in the future.

The development of Project Management Tools now allows MTA to maintain consistent and quality information from the Operating Agencies regarding their individual EAM programs. Additionally, the project inventory exercise allowed MTA to review the impact of previous projects and value the benefits that had been achieved by the EAM program as a result of work previously completed. A process for Benefits Realization has been established to continuously track the tangible and intangible benefits of

EAM projects. A streamlined and consistent Budget reporting process has been established, allowing MTA to track and support the financial needs of the EAM program for each agency.

Requested Service

Developing a set of strategies and initiatives to improve infrastructure outcomes addressing challenges and introduce innovation across planning, permitting, procurement, funding/financing and maintenance and operations. Review best practices and consider innovative models for improving outcomes, including PPPs.

North Highland's cross capability teams work with transportation agencies to improve both internal and customer facing operations to improve infrastructure outcomes. For example, as the nation's third-largest provider of bus, rail, and light-rail transit, NJ Transit was experiencing poor fiscal and operational management. North Highland was retained to conduct an operational, financial and strategic assessment of NJ Transit's entire operation.

North Highland assembled a broad team of transportation experts from across the United States and United Kingdom to address the project's five focus areas: 1. Organizational Structure, 2. Personnel Recruitment, 3. Procurement, 4. Customer Experience, and 5. Operating and Capital Funding Needs and Sources. To support their assessments, each project team performed numerous one-on-one interviews, leveraged their experience working with comparable transit agencies, and conducted best-practices benchmarking. After careful analysis of the organization's current state, the project team drafted recommendations for each of the project areas that were based off of best practices, tailored to NJ Transit (so as to ensure that the recommendations were feasible and actionable to implement), and evaluated along the criteria of value and feasibility. The final report included 44 high-level recommendations across each of the five areas, which were supported by 100+ detailed recommendations. These recommendations addressed the full breadth of problems outlined for each of the five areas, including people-, process-, and technology-related issues. In addition, North Highland identified several issues that spanned all five assessment areas and, consequently, resulted in cross-area recommendations.

North Highland delivered a highly publicized and extensive audit report that provided current-state findings and proposed recommendations for each of the five assessment areas. The report was well-received by both the Governor's Office and the media, with Governor Murphy saying "NJ Transit engaged The North Highland Company to be the mechanic and they did just that. This audit is what will allow us to begin rebuilding NJ Transit and restore faith in its operations." This assessment is being used as a foundational guide for charting future implementation work as NJ Transit leaders look to transform its operations for its customers and its employees. Governor Murphy noted, "This audit is what will allow us to rebuild New Jersey Transit and restore faith in its operations," and, consequently, the agency is actively engaged in developing and implementing the recommendations proposed by North Highland. (See report at: https://nj.gov/governor/news/news/562018/approved/20181009a.shtml; see *NY Times* article at: https://www.nytimes.com/2018/10/09/nyregion/nj-transit-audit.html.)

> NJ Transit engaged **The North Highland Company** to be the mechanic and they did just that. This audit is what will allow us to begin rebuilding NJ Transit and restore faith in its operations.
>
> –Phil Murphy, Governor of New Jersey

Requested Service

Determining changes to strategy, processes, operations or organization within relevant department and agencies (e.g., DOT, transit, utilities) to enable the delivery of strategies and initiatives, for example optimizing delivery in areas like fleet management, maintenance operations, total cost of ownership, risk-based maintenance, and budget right-sizing.

As part of North Highland's transformation service offerings, we routinely conduct organizational assessments associated with workforces and operations in preparation of delivering larger, strategic initiatives. We leverage the methodologies and best practices of our Process & Business Analysis and People & Change Management practices to gather, review and analyze data and documentation regarding our clients' current operations—including their work program, budget process, resource allocation, HR practices, goals, and objectives. After documenting these findings, North Highland's expert consultants utilize in-depth market research to identify industry benchmarks and develop future recommendations and strategic roadmaps with the goal of optimizing our clients' operations and workforce.

As an example, North Highland was engaged by the Florida Department of Transportation (FDOT) to support a large-scale, strategic transformation by developing a strategic plan for the Transportation Technology Office Organization. This required the development and finalization of a new organizational structure to incorporate the Office of Innovation. North Highland researched best practices to inform the development of the mission, vision, and goals of the new office and provided a roadmap, timeline, and implementation plan—all aligned to the goals of the Department, the Technology Plan, and Transportation Technology Office Strategic Plan—for the recommended organizational structure.

Requested Service

Supporting implementation of any strategies to improve infrastructure, infrastructure performance, or related department/agency performance in the state.

Enterprise Asset Management (EAM) is a key tool to improve longevity and performance of infrastructure. North Highland has worked with transportation agencies across all modes to develop strategies and implement EAM systems to improve infrastructure performance. As an example, Network Rail builds and maintains railway infrastructure in the United Kingdom. Its mission is to provide a safe, reliable, and efficient railway fit for the 21st century, across a national network used by 4.8 million people every day. Network Rail is responsible for 20,000 miles of track and 30,000 bridges/tunnels/ viaducts and 20 of the UK's busiest stations. Network Rail manages and delivers thousands of projects every year that form part of the multi-billion-dollar Railway Upgrade Plan. North Highland has been a preferred strategic transformation partner with Network Rail for the last 8 years, working together to deliver complex transformative outcomes at the Company, Departmental, and Program level. Over the course of this engagement, North Highland has brought in expertise from across our capabilities including Program Management, OCM, Strategy, Data & Analytics, procurement improvement and oversight, technology evaluation, and financial analysis to over a dozen projects. North Highland's approach for risk management on the ORBIS Asset Management program received the Risk Management Program of the Year at the International Risk Management Awards in London for "recognizing a sustained single program with risk management at its heart."

5.7.4   Creating Jobs & Driving Economic Growth

Strategy ● Project & Program Management ● Process & Business Analysis

North Highland uses a strategy-aligned and outcome-driven approach to realize your vision for the creation of jobs and driving economic growth. A primary example of where these practices have proven

beneficial to our clients is the work with Business Oregon. We have a proven track record of helping to develop and understand the strategic objectives and then organizing the program and supporting projects to realize tangible benefits.

Requested Service	
Requested Service Assessing current economic trajectory through independent analysis of sectors, geographies and demographics in order to define effective growth strategies for localities, regions or states, including defining clear sector strategies to spur economic growth through targeted investment and driving innovation that spurs increased entrepreneurship and business development.	North Highland conducts secondary and primary research to collect the data needed to assess outcomes and correlations with potential performance drivers. For data intensive applications, we leverage our Data & Analytics capability to ingest structured data, build visualizations to demonstrate relationships, and build predictive models to enable our clients to explore alternative scenarios. North Highland also has best-in-class capabilities through its acquisition of the Decooda data platform to derive meaning and intent from unstructured data sources like constituent reviews, social media posts, call center recordings, videos, and other sources. We leverage our Strategy capability to facilitate ideation workshops and visioning sessions, including key internal and external stakeholders as appropriate. North Highland assisted the New York City Mayor's Office of Media and Entertainment (MOME) with a strategic assessment of the Nightlife Economy. As part of this effort over 1,300 data points were sourced from

interviews and surveys of consumers, residents, business owners, entertainers / artists and employees. In addition, global comparative analyses were performed across multiple cities with nightlife managers and mayor (e.g., London, Sydney, Austin, San Francisco, Seattle, etc.).

Requested Service	
Requested Service Defining specific economic and/or job growth strategies in rural or urban areas, or state-wide.	North Highland assisted the New York City Mayor's Office of Media and Entertainment (MOME) with a strategic assessment of the Nightlife Economy. Through this project the study was able to determine constraints on future growth as well as provide recommendations on ways for the city to drive and manage nightlife expansion across the five boroughs.

North Highland supported the State of New Jersey Department of Human Services with the Excluded New Jerseyans Fund (ENJF) project. North Highland worked on the strategy elements of the project as well as provided program and project management support. The goal of the project was to provide a one-time cash emergency payment to those qualifying individuals or households that could not benefit from Pandemic assistance either through Federal Stimulus or Pandemic Unemployment Assistance.

Requested Service	
Requested Service Supporting cohorts of high-potential companies to drive firm growth and job creation.	North Highland developed and implemented the Florida Business Information Portal for the Florida Department of Business and Professional Regulation (DBPR). One of the goals is to make it easier for businesses to do business with the State of Florida which will drive business investments in the state and further create jobs.

Requested Service

Developing workforce development initiatives with employers, higher education institutions, and government to meet the specific skills needs of local companies, to create more economic opportunities for residents, and to make regions more competitive.

North Highland has experience working with several higher education institutions. For the University of Maryland, the firm leveraged our MAP/5 IV&V (Independent Verification and Validation) methodology to develop a tailored approach to meet the needs of a large, transformational Workday deployment. Through this project over 100 recommendations on areas for improvement were accepted and acknowledged. This support is ongoing and will continue through full implementation in 2023. This project will modernize and transform the way the university conducts business and supports its students, faculty, and staff.

North Highland is currently supporting the State of Florida Department of Economic Opportunity with the creation of a central data hub and citizen portal to provide better access and ease of use for connecting with state services that will drive economic opportunities. North Highland's project management and business analysis experts

North Highland supported the State of New Jersey Department of Labor and Workforce Development Unemployment Insurance Division with an organizational assessment to enable the division to more effectively meet its objective for providing temporary income replacement benefits to eligible persons promptly, efficiently and in a courteous manner while continuing to protect the integrity of the Unemployment Insurance Trust Fund.

Requested Service

Supporting implementation of any of the state's economic development priorities, initiatives or programs.

North Highland supported the State of Georgia Office of Planning and Budget with a strategic assessment in support of the Georgians First Commission. Through this effort North Highland provided project management support as well as research and data collection support in order to provide a report to the Governor which informed decisions on increasing access to capital for small businesses.

North Highland has been supporting Business Oregon—Oregon's economic development agency—in planning and implementing a new Economic Development Management System to replace the agency's ageing IT infrastructure and business processes for approving, administering, and tracking economic development incentives. North Highland has also more broadly worked with key stakeholders to build competencies in planning, implementing, and receiving state oversight approval for large enterprise-wide projects. This project's completion shall yield a streamlined, significantly more user-friendly, and more secure system for managing the State of Oregon's economic development incentives.

North Highland has also supported the State of New Jersey with automated testing for the Department of Banking and Insurance in order to improve the quality and shorten the time required for user acceptance testing activities.

North Highland also supported the Florida Department of Economic Opportunity with the implementation and management of the Community Development Block Grant – Disaster Recovery program. This program was launched to support the State of Florida's long term recovery efforts following Hurricane Irma. North Highland provided program and project management support for this program.

5.7.5 Educating Citizens for the Future

Strategy ● **Project & Program Management** ● **Process & Business Analysis** ● **People & Change** ● **Data & Analytics** ● **Technology**

North Highland successfully leverages our capability practices with industry experience to tailor solutions for state education departments, school systems, and universities.

Requested Service

Assessing current outcomes and trends impacting the work of an education department, agency, school system or University and developing new strategies, management and delivery systems, and organization and governance approaches.

North Highland conducts secondary and primary research to collect the data needed to assess outcomes and correlations with potential performance drivers. For data intensive applications, we leverage our Data & Analytics capability to ingest structured data, build visualizations to demonstrate relationships, and build predictive models to enable our clients to explore alternative scenarios. North Highland also has best-in-class capabilities through its acquisition of the Decooda data platform to derive meaning and intent from unstructured data sources like constituent reviews, social media posts, call center recordings, videos, and other sources. We leverage our Strategy capability to facilitate ideation workshops and visioning sessions, including key internal and external stakeholders as appropriate.

North Highland's strong capabilities to support implementation differentiate us from other strategy consultancies. Using our Process & Business Analysis capability, we assist clients in redesigning processes to implement and realize the new strategy. Our People & Change capability brings additional expertise to manage the organizational changes and governance necessary to adopt and embrace the new strategy.

Requested Service

Improving the coordination and communication across multiple departments and agencies, including coordination with education, healthcare, children and youth services, and between secondary and postsecondary institutions.

Inter-agency coordination and communication is essential for implementing holistic strategies to achieve improved outcomes. Yet agencies face different challenges, have different priorities, and must meet different compliance standards, including privacy standards that can inhibit data sharing.

North Highland consultants are adept at facilitating collaboration, evaluating perceived barriers to coordination, and proposing solutions that work for all parties. Leveraging our People & Change capability, we implement strategies to foster collaboration and trust needed to work through the challenges of cross-functional coordination. The People & Change capability includes expertise in creative communication techniques which share the vision and increase awareness and commitment to collaboration.

Inter-agency data sharing requires sophisticated Data & Analytics and Technology capabilities to design and implement information management strategies that enable sharing of data while maintaining each agency's data privacy compliance. We bring expertise in techniques and tools for Master Data Management (MDM) to reliably match client or provider records across disparate systems, data redaction and masking tools, and Enterprise Data Warehousing (EDW) to house data sets needed for cross-agency

data analysis. These capabilities enable us to help implement the data architecture needed to effectively implement cross-agency program strategies.

Requested Service

Redesigning or improving business processes and their supporting organizations that help the agency, department, school system or University deliver on its mission, including through digitizing processes or improving the technology that supports them.

Instructional, administrative, and operational business processes continue to evolve for school systems, departments of education, and universities. The COVID-19 pandemic accelerated existing trends for remote and online learning and necessitated changes to enable administrative and operational business processes to be completed with a remote workforce.

North Highland leverages its Process & Business Analysis capability to assess current state business processes, facilitate visioning of improved process journeys, and derive requirements for implementing the new process and realizing the improved customer experience. Our Technology capability enables clients to select and implement the most appropriate tools to implement digital processes. Consultants with our Project & Program Management capability help structure and manage the projects to deliver these improved business process, and our People & Change capability consultants structure change programs to to prepare stakeholders to adopt the new ways of working.

Successfully delivering on a state's educational strategy typically requires coordination and management of a portfolio of initiatives. When organizations take an approach of setting of static, siloed milestones, they risk losing sight of the bigger picture: activation of a shared vision.

Requested Service

Ensuring the successful delivery of the state's educational priorities, including through defining concrete goals, developing a strategic portfolio of initiatives, assisting with implementation, defining governance structures and standing up or expanding performance management processes and dashboards and building organizational capabilities.

North Highland's Transformation Value Office (TVO) bridges strategy, execution, and value realization. Our TVO actively manages all the elements of large-scale complex initiatives, including culture, capability, alignment, and capacity. The TVO provides:

- A consistent way to regularly measure progress and achievement of program objectives
- A dedicated structure designed to maximize organizational value and capability
- Governance routines and structures for coordinated decision making
- Insight into the level of change happening across the organization and its effects on your workforce productivity

Through the Transformation Value Office (TVO), we can help you build your own capabilities for sustained value after our engagement. We enable your organization with the tools and practices that improve your delivery of complex initiatives and change over the long-term.

5.7.6   Reimagining Tax & Finance

Strategy ● Program & Project Management ● Process & Business Analysis ● Data & Analytics ● Technology

North Highland has experience leveraging our capability practices to tailor solutions for improving state revenue, budgeting, and financial management.

Requested Service

Conducting benchmarking and evaluation of efficiency and effectiveness of tax administration (including of in-flight programs), along with identification of specific opportunities for improvement through effective use of technology, including building multi-year business cases for large scale IT investments.

North Highland Process & Business Analysis consultants conduct current state assessment on business processes including collection of comparative benchmarking to assess the efficiency and effectiveness of tax administration and other financial management business process. Our team also conducts a solution market scan to identify potential technology solutions, capabilities, and opportunities for improvement. For the State of Georgia Department of Revenue, North Highland is assessing tax administration processes, conducting comparative analysis of other state tax administration practices, conducting solution research, and developing requirements and providing support for the procurement of an integrated tax system.

Requested Service

Designing initiatives to improve performance including innovative tax compliance approaches (e.g., soft notices, nudge notices), use of advanced analytics to identify cash revenue non reporting by small and medium businesses improving collections of past due taxes by adopting best practices, and improved fraud prevention.

North Highland Data & Analytics consultants bring the master data management expertise to consolidate disparate data sets to enable advanced analytics and modeling to identify potential non-reporting or under-reporting by taxable businesses. These techniques enable tax administration agencies to focus audit resources on the cases mostly likely to increase collection of past due taxes.

For more information on North Highland's Data & Analytics capabilities and how we apply advanced analytics to our client engagements, please see sections 5.5 and 5.7.14 of this response.

Requested Service

Evaluating the taxpayer customer service journey, identifying key pain points across service channels (web, phone, in person), and creating approach to addressing highest impact issues.

When conducing current state business process assessment, our Process & Business Analysis consultants map the taxpayer journey through registration, filing, remittance, refund, audit, and appeal processes and through the various channels the agency makes available. Our focus is on identifying key pain points like manual data entry, reconciliation, long wait times, data integrity issues, and other challenges. We also consider service volumes, resource utilization, and revenue impact to help advise the agency how to best align resources for improved customer service and revenue performance. We conducted an assessment of the State of Florida Department of Revenue (FDOR) call center and developed future state recommendations, an improvement road map, and business cases to support the investment in the improvement initiatives. We conducted a similar assessment of FDOR's revenue document imaging system and process.

Requested Service

Assessing the overall financial management system of the state, department or agency to define overall strategy, identifying opportunities to improve performance (e.g., increase return, detect improper payments, eliminate fraud and abuse), defining actions to be taken to capture these opportunities.

North Highland's Process & Business Analysis capability includes consultants with deep expertise in financial management including payroll administration, procurement, accounts payable, general ledger accounting and reporting, and budgeting. This expertise enables our teams to efficiently assess current state business processes and identify gaps against best practice to improve financial management performance. For the Florida Department of Financial Services, we conducted and assessment and developed a recommendation and business case for the replacement of the State's Financial Management System for financial accounting, cash management system, and data warehouse.

Our Project & Program Management provides project management and quality assurance support to assist our clients in implementing new systems. For example, we assisted the State of New Jersey in its implementation of a statewide procurement portal and a replacement budgeting system, the State of Tennessee with the implementation of a statewide pension management system, and the University of Maryland with independent verification and validation (IV&V) support for its implementation of the Workday enterprise resource planning (ERP) system.

Requested Service

Supporting implementation of any of the state's priorities, strategies, and programs to improve the efficiency and effectiveness of the state's tax administration and collection.

Our Project & Program Management provides project management and quality assurance support to assist our clients in implementing new tax administration systems. For the State of New Jersey, we are providing project management, quality assurance, and business programming analysis support for the implementation a new integrated tax system.

5.7.7 Effectively Establishing & Managing Pensions & Benefits Programs

North Highland's current service offerings do not include actuarial services or pension and benefits program management.

5.7.8 Building Resilience & Crisis Response

Strategy ● Program & Project Management ● Process & Business Analysis ● People & Change Management ● Data & Analytics ● Technology

North Highland supports emergency management response by providing you with an unmatched Managed Services approach to effective resourcing and professionalized management of critical capabilities, enabling your vision for having a partner capable of providing exceptional service to individuals impacted by a disaster on an ongoing basis and appropriately scaling to meet the aftermath impact of each disaster—whether forecasted or unexpected.

We provide end-to-end services emergency management services that include the following:

Program Design & Management. We provide best practices and share practical program concepts to ensure you are prepared to quickly deliver critical assistance for your jurisdiction.

Technology Customized to Meet Your Disaster Needs. We partner with you to address emergencies requiring multi-jurisdictional response, including streamlining application intake and applicant information collection, automating federally-mandated prioritization, and accelerating funding approval and reimbursements

Data Collection & Compliance Reviews. Our team takes compliance seriously. Our technology is designed to ensure that all local, state, and federal compliance considerations are observed as we seamlessly manage your data and provide compliance recommendations to you.

Stability Services: Case Management. We proactively manage cases to help remote, centralized services deliver the most value to customers.

Requested Service

Developing risk assessment tools and economic analysis to develop a robust fact base on the impact of climate change and other natural hazards, prioritizing cost-effective risk mitigation measures, and developing of action plans to mitigate these potential stresses.

North Highland recognizes that risk, while an unavoidable part of any initiative, is markedly increased in times of crisis and must be managed effectively to ensure recovery and that desired project outcomes are not compromised. Regardless of the type of engagement undertaken, North Highland brings rigor, process, and transparency to address and mitigate risks. For more information on the processes and tools utilized to accomplish this, please see section 5.7.16 of this response.

Requested Service

Conducting organizational assessments of preparation and aid in the identification and adoption of best practices and capabilities for the management of acute events and the delivery of speedy, effective recovery in the aftermath of an event, building on lessons learned from prior crises.

North Highland's federal grant experts have helped deliver billions of dollars across the country, working diligently to ensure to avoid fraud, waste, and abuse in response to a variety of events. Our command center approach delivers integration and coordination across all stakeholders, improving the delivery of federal funds and overall grant performance. Working with our partners and subcontractors, each of which bring a complementary set of skills, North Highland has worked to establish modern call centers that can work around the clock to help applicants receive much-needed relief from utility, flood insurance, mortgage, or homeowner insurance delinquencies; helped communities across effected states to ensure that funds reach everyone who needs it; and supported multiple HAF programs across the country review and approve applications and process payments to the homeowners.

Along with our strategic partners, North Highland is working with Florida Department of Economic Opportunity (DEO) to manage $675 million Homeowner Assistance Fund (HAF) program which is designed to mitigate financial hardships associated with the COVID 19 pandemic by preventing homeowners' mortgage delinquencies, defaults, foreclosures, and displacements, as well as loss of utilities, home energy services, and insurance. Deploying the services described above, the North Highland team worked with DEO to launch the program within five business days of initiating the project and build the best practices and efficient and speedy recovery process helping the department in obligation of $250 million in the first three months.

Requested Service

Helping the state design resilient development strategies, ensuring maximum synergies between resilience, inclusive economic development and broader environmental sustainability and assist in deploying these strategies by testing these strategies through "war game" simulations, identifying potential funding source, and building state capabilities.

North Highland experts have delivered technology solutions for data repository and dashboard reporting across the country. Our team has worked with strict deadlines to ensure federal funds are drawn down in a timely manner. We have also provided our expertise in compliance with federal regulations to avoid any de-obligation or negative audit finding.

In Florida, North Highland established the Florida CARES Act Management System (FLCARES) and successfully assisted the State in reviewing eligibility for expenditures of approximately $6 billion of CRF for 37 Agencies and 55 Counties. We assisted the State in reporting full obligation to Treasury by the January 11, 2021, reporting deadline for expenditures and obligations reported through December 30, 2020. Our team of consultants ensured that eligibility requirements were aligned to Treasury guidelines, validated, and processed.

Requested Service

Providing direct support to the department or agency experiencing a crisis to stabilize mission delivery, contain impacts, manage stakeholders and learn from the experience to mitigate and better respond to future events.

North Highland experts have provided monitoring and compliance services across different state and local agencies to ensure all the programs are compliant with the 2 CFR 200 program regulations. As federal experts in program management and compliance, we understand the importance of compliance and have seen firsthand the claw back that occurs without proper procurement. We work with each subrecipient to safeguard that much-needed funds remain available to implement the programs that meet the needs of state and local governments.

North Highland is assisting the Florida Department of Education (FDOE) in monitoring expenditures of approximately $944 million for CARES funding. FDOE needed assistance in monitoring Elementary and Secondary School Emergency Relief (ESSER) and the Governor's Emergency Education Relief (GEER) funds allocated under the CARES Act and needed this exercise to be completed quickly as the date of expending the funds was fast approaching. The project team understood the sense of urgency to quickly conduct several activities in parallel, within a limited timeframe, to do a compliance and monitoring of the funds and provide a monitoring report and recommendations to address mitigation strategies with Local Education Agencies (LEA's) to close gaps in compliance with the federal standards. The team was able to work collaboratively with the local education agencies and work in parallel to review and monitor the documentation. The team was also able to pivot and focus on the changing federal guidelines for the funds.

Requested Service

Supporting implementation of action plans, best practices, capabilities and strategies to promote increase resilience and/or improved crisis response.

North Highland experts have delivered strategy solutions to different state and local agencies. Our team understands that information technology and information management play an extremely important role in supporting delivery of the client's objectives and provide action plans, best practices and strategy development. Government leadership, businesses, and the citizens expect that coordinated emergency preparation and response capabilities are ready and effective when needed for efficient crisis response. North Highland provides a unique compressed approach that uses parallel workstreams, leverages relevant existing material, and focuses on the needed development concurrently for projects with strict deadlines.

 North Highland worked with Florida Division of Emergency Management (Division) to provide the Division with the assessment and development of an enterprise information technology strategy that would lead to Legislative funding beginning in FY'23.Our team of process and business analysis experts coalesced to drive out 12 products designed to help the Division enhance their Enterprise Business Solution and Enterprise Documentation Solution, gain funding for recurring and new costs associated with the State EOC, gain funding for recurring and new costs associated with the Division's mission management platform, address SAFERFL platform, and provide a strategic plan and roadmap for future funding considerations. Our team of experts delivered 12 funding reports representing more than $28M in FY' 23. These funds are critical in that they provide the Division with the necessary tools to maintain and enhance the delivery of service for the leading Emergency Management Agency in the nation and a critical public safety partner in the State of Florida.

5.7.9 Transforming Back-Office Functions

Strategy ● **Program & Project Management** ● **Process & Business Analysis** ● **People & Change Management** ● **Technology**

Having delivered major back-office transformations such as a Medicaid system in Florida and cash-less tolling system in Texas, North Highland believes it requires attention to two key factors – governance and partnerships - at the early stage (Project Initiation) of the Project are proven to bode well for long-term success.

- **Governance.** Of critical importance to back-office success is your Governance Plan for the Project. Clearly articulated rules of engagement are necessary to ensure decision-making roles and responsibilities are established and well defined, including parameters for requesting decision making and the timeline for the decisions themselves. Yet, a degree of flexibility is needed as well for those individuals assigned to Project leadership so as not to hamper forward momentum and progress.

- **Partnerships.** Back-office transformation projects have lots of moving parts. Beyond the project team, System Integrator, program management support – who is going to be impacted by the new system and in what ways? Whose help do we need? Identifying all these partner stakeholders and bringing them together at the outset is particularly important to ensure alignment toward a common goal.

Requested Service

Completing diagnostics and transformations of major back office functions like Finance, HR, Procurement, Legal, Risk and others, including identifying financial opportunities, customer service improvements, and other benefits to the agency or state.

Utilizing our team of expert consultants and analysts, North Highland leverages our capability practice areas to perform a thorough assessment of our clients' major back-office functions and help them plot a course forward towards operational success. This is accomplished by conducting numerous one-on-one interviews with key stakeholders, leveraging our past experience with comparable organizations, and conducting best-practice benchmarking to determine focus areas for improvement, which can include identifying financial opportunities, customer service improvements, and other benefits to the organization. After careful analysis of our clients' current state, our expert consultants draft recommendations for each function based on best practices and tailored to the individual client to ensure recommendations are feasible, actionable to implement, and provide value. These recommendations address the full breadth of identified issues and focus areas, which can include, but are not limited to workforce, process, and technology.

This exact approach has seen success for high-profile clients such as the New Jersey Department of Transportation, who engaged North Highland in 2018 to perform a comprehensive strategic, financial, and operational assessment of New Jersey Transit (NJT) in order to transform NJT into a world-class transportation agency. Following the approach described above, North Highland delivered a highly publicized and extensive audit report that provided current-state findings and proposed recommendations and is currently being used as a foundational guide for charting future implementation work at NJT.

Requested Service

Supporting department-wide or support-agency back office strategy, lean management, and business process redesign efforts to improve performance, innovation, and service levels; including designing shared services transformations and process digitization as appropriate across functions.

Dozens of Public Sector, Fortune 500, Global 2000, and FTSE 100 organizations rely on North Highland's Transformation Management Practice to achieve their complex change and transformation objectives and aspirations. When it comes to transformative strategy, design, development, implementation, and ongoing optimization, North Highland's world-class approach, methods, and tools establish an impactful and sustainable standard of excellence. Armed with this wealth of experience, the subsections below offer a high-level summary of North Highland's approach to the overall Transformation Implementation used successfully, time and time again, on programs similar in scope and design.

> ALM Intelligence Recently noted, "North Highland's consulting approach is ultimately human-centric to ensure transformation efforts are sustainable."

North Highland's approach to transformation is built on four core tenets – People-Centric, Efficiency and Data Driven, Purposely Pragmatic, and Mission Focused. Together, they represent the basic foundation of North Highland's transformation ideology.

- **People Centric.** At the heart of any and all transformation initiatives are the people impacted by the evolution and change. Successful transformations rely on comprehensive strategies to engage organization stakeholders across the enterprise. For this reason, North Highland's transformation approach puts people at the center of the transformation effort. The common adage is that everyone supports change as long as it does not affect them. Transformations succeed when they win the hearts and minds of the affected people.

- **Data Driven.** At best, transformation initiatives represent some of the most challenging undertakings an organization is likely to face. When the initiative is efficiency and data driven, the rewards – in terms of mission enhancement, efficiency gains, performance improvement, and cost savings – outweigh the transformation risk. When efficiency and data driven, change decisions are based on empirical data, not assumptions. North Highland's approach focuses on efficiency and data driven analyses.

- **Purposely Pragmatic.** North Highland's transformation is a six-step process-based transformation approach as depicted below. The value of the approach is that the transformation, beginning with Business Process Reengineering, relies heavily on the knowledgebase of the North Highland Transformation Team. This trove of knowledge is gained from experiencing best practices and world-class operations in organizations around the globe. The focus is aspiration-based, with the team spending considerably less time assessing current-state processes than developing To-Be processes, recognizing a significant number is about to change or be discarded. To-Be processes are developed collaboratively in workshop-based settings, leveraging best-practice knowledge from comparable organizations. Our methodology relies on establishing a Target Picture up front without the need for an excruciatingly detailed As-Is documentation to accomplish that objective. The Target Picture helps inform roles, responsibilities, and organizational structures. The North Highland pragmatic process-based transformation approach is less intrusive and resource intensive, timelier, and less costly – and most importantly, generates more people excitement and enthusiasm while achieving better results.

Exhibit 5-12: Process-Based Transformation Approach

- **Mission Focused.** Effective transitions are mission focused. Day-to-day ongoing operational mandates do not sit idly by while the transformation pushes forward. The demands of today must still be met, even while the promise of a better tomorrow is in pursuit. Maintaining focus on the mission throughout the change process is a paramount attribute of a North Highland transformation undertaking.

Requested Service

Developing or enhancing strategic sourcing capabilities to optimize procurement effort and spend by identifying and applying best practices from the private and public sectors like clean sheeting and fact-based negotiations; developing or enhancing staff capabilities in strategic sourcing and advisory firm management; and optimizing assets through initiatives such as application rationalization, architecture design and simplification, infrastructure consolidation, and/or technology rationalization.

North Highland has supported the development, evaluation, negotiation, and oversight of successful, non-protested procurements worth approximately $1.5 billion in software and services for public sector entities within transportation, health and human services, education, regulatory, public safety, and general government. This experience includes requirements gathering, specification development, and contract negotiations for the North Texas Tollway Authority's Back Office Payment System; Florida Department of Transportation's Work Program Enterprise Software Solution and Systems Integrator procurement; Human Capital Management System for the Tucson International Airport; and the Program Management for New York MTA's implementation of an Enterprise Management System. North Highland has performed numerous, non-transportation public sector procurements, as well, including the Florida Medicaid Enterprise Data Warehouse (EDW) procurement.

One of the reasons why we have been so successful in supporting procurements is that we utilize a comprehensive framework that not only covers the full scope of procurement-related activities but follows best practices and procurement laws. This framework helps us to employ a flexible, pragmatic approach from procurement planning through post-award and transition management. Our approach has proven to help achieve best value for our clients, reduce the risk of protest, and ensure the contract delivers the expected benefits. For more information on this approach, please see section 8.3 of this response.

Requested Service

Developing IT strategies that directly help the department or agency achieve its goals and objectives, and designing corresponding organization and governance approaches that deliver the highest value including optimizing core IT functions (e.g., architecture, infrastructure and application management), defining how technology supports business processes, and identifying opportunities to transition to new or updated technologies or systems.

IT Strategy is core to North Highland's service offerings, and represents a strength recognized by third parties. The firm enjoys numerous accolades spanning our strategy services, including strategic plan development. As one example, leading analyst firm ALM Intelligence ranked North Highland in 2019 as a top-10 provider in Business Strategy & Planning Consulting. But external validation is not what keeps clients returning to North Highland to support their strategic needs; they see we develop strategies that deliver desired outcomes. Over the past few years, for example, North Highland has supported dozens of Fortune 100 clients in developing and operationalizing their IT strategy, focusing on key company goals such as innovation, customer experience and customer retention, workforce strategy, revenue growth, and business model diversification. Likewise for the public sector, we recently helped the Tucson International Airport develop its three-year, airport-wide IT strategic plan, and co-created a strategic plan for the Florida Department of Transportation's IT Office.

Perhaps our greatest strength in helping organizations through their strategic planning process is the fact that we have ample experience helping clients execute their strategies. As a result, we intuitively understand how strategy converts to actionable, time-based goals, objectives, and initiatives as it cascades down through the organization. For example, after supporting its IT Office in the creation of a strategic plan, North Highland helped Florida DOT begin implementing the plan. This understanding makes us capable partners who ensure the strategies we develop are ones that actually get executed.

> "**North Highland** seeks to improve functional area capabilities that help clients realize top line growth, cost reduction, and in-year returns. Services are delivered through a strategy-to-execution continuum that leverages agile methodologies to capture value in quick wins that fuel longer-term goals for improving performance and sustaining organizational health."
>
> –ALM Intelligence, 2019
> Business Strategy & Planning Consulting

In addition to Strategic Plan Development, North Highland also provides organizations with other types of strategy-related services, including *Socialization Support* (i.e., helping manage the communication and adoption of the plan by staff and Board) and *Execution and Measurement Support* (i.e., helping implement and reporting out on the completion of the plan, which is covered in other sections).

Requested Service

Supporting the state, or any department or agency, in implementing back office improvement strategies across any combination of back office functions.

A good example of how North Highland supported an implementation of a back-office system is with the North Texas Tollway Authority's (NTTA) back-office system replacement project. North Highland services included strategy, program management, quality assurance, procurement, change management, implementation, and post-implementation support, and tolling advisory services over the complete lifecycle of the project. As the program manager, North Highland provided technical oversight and cost control through to project close. We managed the entire procurement process from planning through selection of the replacement system. We helped NTTA build resiliency with a rigorous process for the

selection, management and implementation of a solution that delivered high performance supporting NTTA's continually increasing transaction and account volumes – a system built using the latest technologies supporting future scalability and upgradeability, an enhanced customer experience utilizing new self-service web and mobile platforms, and industry-leading operational features, including dynamic tolling and scalability. In addition, North Highland led stakeholder engagement change management efforts to baseline, monitor, and continually raise the level of leadership, management, and front-line employee adoption and commitment to change, including a communications strategy and plan spanning the entire agency involved with the back office.

> **Requested Service**
>
> support Back-Office System Modernizations based on direct experience and lessons learned implementing a highly successful modern tolling back-office system, delivering an on-time, on-performance system implementation and rollout.

North Highland has direct experience supporting agencies across industries developing, delivering, and operating back-office system modernizations. For example, we recently supported the North Texas Tollway Authority's (NTTA) back-office system replacement project. North Highland services included strategy, program management, quality assurance, procurement, change management, implementation, and post-implementation support, and tolling advisory services over the complete lifecycle of the project.

As the program manager, North Highland provided technical oversight and cost control through to project close. We managed the entire procurement process from planning through selection of the replacement system. We helped NTTA build resiliency with a rigorous process for the selection, management and implementation of a solution that delivered high performance supporting NTTA's continually increasing transaction and account volumes – a system built using the latest technologies supporting future scalability and upgradeability, an enhanced customer experience utilizing new self-service web and mobile platforms, and industry-leading operational features, including dynamic tolling and scalability. In addition, North Highland led stakeholder engagement change management efforts to baseline, monitor, and continually raise the level of leadership, management, and front-line employee adoption and commitment to change, including a communications strategy and plan spanning the entire agency involved with the back office.

We support Back-Office System Modernizations based on a combination of multiple talents and skills that support the transformational journey.

As an agency looks to enhance operational performance in the near term, it needs a partner with proven credentials in a number of key areas including Program Management, Procurement Support, Systems Implementation, Advanced Data Analytics, Technical Writing, Workforce Optimization, and Subject Matter Expertise. Yet, experience dictates other key skills are needed as well – for example, customer experience (CX), operations and business process improvement, strategy and planning consulting, and organizational change management.

North Highland brings these skills with deep knowledge of the ongoing impact to an organization's human resources, processes, and culture that exists during a transformative journey. Consider, for example, North Highland's past successful transformation outcomes with public sector clients including North Texas Tollway Authority, Pennsylvania Turnpike Commission, Florida Agency for Health Care Administration, New Jersey Department of Human Services, and Oregon Department of Corrections. Combine those engagements with back-office transformation work with nationally recognized brands such as Coca-Cola,

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Chase Manhattan Bank, Home Depot, and Johnson & Johnson to name but a few, gives us insight only a limited number of firms can match.

Through this experience, there are many lessons learned. Our research has shown 44 percent of completed back-office transformations are deemed unsuccessful after three years[1]. The primary reason is transformation has typically been approached with a structural or operational viewpoint and failed to account for people and their experience as recipients and activators of change. Our human-centered approach to transformation is founded on effective change management.

5.7.10 Driving Operational Transformations

Strategy ● Program & Project Management ● Process & Business Analysis ● People & Change Management

North Highland successfully leverages our capabilities to drive Operational Transformation to Public Sector entities, which is key to realizing business strategies and unlocking sustainable performance. The imperatives of Operational Transformation focus on growth enablement (transformational approaches that drive Growth & Innovation) and efficiency enablement (operational efficiencies gained via transformation). In order to unlock growth and build momentum efficiently, North Highland allows business leaders to realize three key areas to unlock the benefits of Operational Transformation:

1. *Operating Model*: Strategy design to enable a conceptual blueprint across the people, process, technology, and governance component that will create and enable capabilities that reduce complexity and continuously monitor, drive, and capture value.

2. *Process Optimization*: Drive operational efficiency through standardization of business processes, systems, and data.

3. *Infrastructure Rationalization*: Decrease complexity and gain efficiencies by leveraging common infrastructure and information assets.

Additionally, North Highland provides end-to-end operational strategies services to agencies within the Public Sector:

- **Operational Strategy.** Identify and assess the capabilities needed to support growth and efficiency – then design the operating model to seamlessly blend people, process, technology and data.

- **Operational Excellence and Management.** Rethink, re-engineer, and integrate your operational management strategy and assets in resource-intensive areas to deliver performance and continuous improvement.

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[1] North Highland survey of 202 VP-level and above executives in the US and UK-based organizations with $1B or more in revenue, February 2017.

- **Automation & Process Engineering.** Create efficiency and simplicity in your business processes via business analysis, process design / re-engineering, and intelligent automation – inclusive of process mining, and AI/Cognitive strategy.

- **Operational & Performance Analytics.** Use the power of data and analytics to inform the strategic decision making, impact tracking, and ongoing operational management required to deliver business results.

- **Operational Technology Strategy.** Design and deliver the technology strategy and stack that you need to exceed company objectives, enable operational efficiency, and support sustainable growth.

Requested Service

Providing an independent perspective on current/trending department, agency, or program performance to assess issues, risks, and performance trajectory through tailored diagnostics and devising flexible, tailored solutions to address the department's, agency's, or program's particular operational needs.

North Highland has a strong history of Operational Change Management (OCM) work. As the leading change and transformational consultancy, we have completed a significant number of OCM, training, and communications projects. Over the last three years, our firm has lead 153 successful engagements with Transformation agencies, spanning from operations to shared services. Projects include HR improvements and fare payment to asset management and ticket sales strategy.

North Highland leverages the OCM Framework to assess challenges and impacts, define solutions to change challenges, and create a strategy and timeline to execute those solutions. This exact approach was used address fare transformation/change strategy with the Massachusetts Bay Transportation Authority (MBTA). Over the course of three phases, North Highland provided change management deliverables, including communication and training plans.

Phase 1 involved data collection and the initial assessment of internal operational challenges. During this stage, North Highland conducted stakeholder interviews and developed a change impact assessment, process and documents inventory list, and an inventory of all employee roles. Phase 2 involved the development of MBTA's change management strategy and training/communications plan. Lastly, North Highland created a master scorecard addressing the internal challenges and used this to deliver a holistic change readiness assessment.

Requested Service

Assisting with designing and planning implementation for new programs, including the concept, requirements, cost and resource estimates, and business case.

North Highland supported the Massachusetts Bay Transportation Authority (MBTA) with eight operational challenges across Program, Change, and Vendor Management. The Program Management category of solutions reflected classic PM activities. Stakeholders frequently mentioned being unaware of details regarding communication, collaboration, and coordination for Fare Transformation. This indicated that Fare Transformation would improve program adoption through further communicating the PM approach, as well as an updated and well-defined roles & responsibility matrix.

The first Program Management solution was to internally publicize the new PM initiatives. There was a desire from internal stakeholders to become more acquainted with the program's management, including details around timeline, internal collaboration, communication, and coordination that, once addressed, will improve the program's adoption. North Highland recommended the following actions:

- Onboard the new Chief of Fare Transformation, who will be managing the program
- Develop an abbreviated version of the program schedule to share with internal stakeholders, with acknowledgement that change is likely (as this is preferable to no visibility at all)
- Share interim and final milestones, along with status updates, with internal stakeholders so they know what to expect and when
- Conduct a pilot for aggregating and disseminating personalized information about the program schedule and milestones to five major stakeholder groups
- *Based on the pilot's results:* Expand pilot to provide personalized program materials to every major stakeholder group

The second Program Management solution was to confirm all roles and responsibilities, which addressed initial challenges of organization complexities and issues with communication content and channels. North Highland recommended the following courses of action:

- Update roles and responsibilities for both Fare Transformation and support functions, clarifying where responsibility and authority align and diverge
- Message out defined roles and responsibilities to stakeholders, clarifying who to contact for different questions and needs
- Conduct a Leadership Alignment & Team Building Workshop focused on broadening awareness and understanding of roles, responsibilities, business practices, and program management functions
- Execute recommended actions in the Roles Inventory
- Create or update job descriptions for positions that are being created or altered due to FT
- Execute recommended actions in the Processes and Documents Inventory

Requested Service

Helping the department or agency to sustain performance through capability building at all personnel levels and across all functions, applying continuous learning and cross organizational communications, and designing performance management tools to keep the organization on track going forward.

North Highland engaged with the Southeastern Pennsylvania Transportation Authority (SEPTA)'s human resource organization during a time that they were in the midst of a business transformation centered around employee experience. As part of its current strategic plan to modernize its HR vision and capabilities, the agency sought support from North Highland to research best practices related to organizational structure and organizational strategy as a first step to crafting a more detailed and comprehensive HR strategy.

North Highland researched 9 different functional areas within HR in order to provide best practices within the transportation industry. These areas included: Recruitment, Workforce Planning & Hiring, Onboarding, Employee Engagement, Training & Career Advancement, Benefits Support, Performance Management, Absence Management & Wellness, and Information Systems. North Highland also interviewed appropriate stakeholders to understand the client's current state in each of these domains. With a solid understanding of both the current state and industry best practices, we then performed a gap analysis

detailing areas SEPTA should focus on. North Highland provided a roadmap that helped the client reach its organizational structure and strategy goals.

Our firm was able to articulate the gaps in SEPTA's current state through industry best practices. We delivered a strategic roadmap to the client detailing areas of immediate focus to longer term initiatives. North Highland provided the client with concise steps to transform their HR department into a strategic rather than operational partner in order to reach its long and short-term goals

Requested Service

Implementing program, department or agency level operational strategies, process transformations or new program deployments to improve delivery.

North Highland successfully instilled new programs and processes for the Pennsylvania Department of Health, who was determining how to organize and approach the implementation of the newly enacted medical marijuana law. The law stipulated that the Department must have an operating medical marijuana program within 18-24 months; the Department had no employees focused solely on the program and required immediate assistance in creating a path forward. In order to reach the outcomes stipulated in the law, the PA Department of Health needed to create and operationalize a process to ensure ongoing compliance.

North Highland partnered with the Department in the design, leadership and execution of the medical marijuana program by leveraging best practices from other states, utilizing our expertise in project management and change management subject matter expertise in medical marijuana programs, this included:

- Developing a detailed project schedule that documented activities, dependencies and resource needs
- Establishing and implementing a standardized and equitable three-phase process to award permit applicants
- Designing and implementing a database to ensure data integrity and allow for data driven decision making
- Developing tools, processes and procedures for the oversight of facility compliance with regulations

Due to these implementations, the Department saw immediate value. The systems and structures in place have allowed for the swift permitting of 50 Dispensaries and 25 Grower/Processors, the maximum allowed by law & in record time, the Medical Marijuana Program has reached the impressive milestone of registering 80,000 patients. Additionally, the Medical Marijuana Program has established itself as an exemplary Medical Marijuana program, with more patients and physicians registering each day.

5.7.11 Creating a Better Citizen Experience Including Digitization

Strategy ● Program & Project Management ● Process & Business Analysis ● People & Change Management ● Technology

Continuous evolution is required to meet evolving customer needs. Organizations must transform how they identify and meet customer needs, becoming more adaptable, flexible, efficient, and effective in who they serve and how they serve—including the design and delivery of products, services, and experiences.

As a leading change and transformation consultancy, North Highland helps our clients navigate a complex world, addressing the challenges that drive business transformation to create a better citizen experience through three critical lenses:

Customer. Exceeding customer expectations to meet business imperatives.

Workforce. Reimagining talent and capabilities to realize organizational potential.

Operational. Driving improvements and efficiency to transform the day-to-day and enable what's next.

These customer-focused transformations reorient our clients' organizations around their customers/constituents, build capability, and drive value and growth through customer-centricity. To accomplish this, North Highland deploys a customer strategy to understand our clients' potential markets and likely disruptors; define current and desired customer segments to build and grow future opportunities within their ideal portfolio; and provide customer transformation services focused on:

- **Customer Experience (CX).** Defining, designing, and delivering enterprise CX strategy to elevate and innovate customer experience.
- **Customer Enablement.** Building organizations to deliver customer excellence with data, insights, operating models and structures, skills, talent, technology, culture, and processes.
- **Customer Analytics.** Using, architecting, and integrating data to understand and predict customer behavior and changing needs.

Requested Service

Defining and assessing the "citizen journeys" that citizens, residents, and businesses experience in interacting with state government through "voice of the customer" feedback, interviewing state officials, building a fact base around the channels through which citizens, residents, and businesses engage with the State and analyzing customer and employee perspectives with analysis of operational data.

One of the key factors of customer transformations is understanding how customers interact with your organization. Customers expect organizations to anticipate and tailor solutions to their needs—always learning from the last interaction—and while technology is making our lives easier and more connected, customers still want meaningful connections with organizations that provide the insightful and empathetic care and support they seek. With information always at their fingertips, customers and constituents desire transparent and accessible communication to know that organizations share their values and are making a difference in their lives.

To help our clients navigate these customer expectations, North Highland applies a multi-faceted approach to understand relevant markets, unpack existing misconceptions, and assess consumer behaviors, attitudes, and barriers to adoption of the desired change. An extensive research plan is developed to engage stakeholders and recruit community participants that represent various demographics, behaviors, and values to participate in virtual workshops and interviews. Through a series of interviews, we help organizations define and assess customer or citizen journeys, including identifying moments of importance and pain points along that journey, to identify opportunities for change.

Additionally, North Highland helps our clients install Voice of the Customer (VOC) programs to ensure they remain engaged with their constituents by collecting, managing, and acting on customer insights. By conducting a series of in-depth interviews with stakeholders across functions and relevant departments; reviewing and incorporating existing survey documents, operational reports, and stakeholder case studies; and assessing the client's current state VOC capabilities across a set of best practices, North Highland designs a future state of the VOC program and details the work required to build the capability and develop a relationship roadmap for the client to implement the new program and scale to maturity.

> **Requested Service**
>
> Designing a citizen centric process transformation including conducting design sprints, launching prototypes and pilots of redesigned experiences, creating a perspective on opportunities for digitization and other enabling technology changes, and building off a library of public and private sector best practices.

5.7.12 Addressing Capital Productivity & Capital Management

Strategy ● Program & Project Management ● Process & Business Analysis ● People & Change Management ● Data & Analytics

North Highland leverages its wide range of capabilities and subject matter experts to build capabilities with its clients that have large capital investment needs. Drawing from our transportation and utility sectors, we help clients streamline their capital planning process to bring more accountability and transparency and make better capital investment decisions.

> **Requested Service**
>
> Designing an improved capital planning and allocation process focused on better overall investment decisions, creating more transparency and building a more robust data foundation for future capital planning that prioritizes funding for capital projects.

North Highland was retained to improve the capital planning process for the Southeast Pennsylvania Transportation Authority (SEPTA), the nation's fifth-largest transit agency. SEPTA has a long history of completing capital improvement projects in facilities, business services, vehicle replacements, and vehicle overhauls. Successful projects have been delivered using methods and processes that vary throughout the Authority. As SEPTA moved forward with the largest Capital Program in its history, they wanted an approach to be bring more transparency and ensure projects had the level of KPI's built into their projects. The work North Highland completed provided the following results:

Improvements in project effectiveness and productivity. The Capital Development Process enabled SEPTA to improve the productivity and effectiveness of Capital Projects Capital Projects by standardizing the phases within project development and project delivery processes. Having a 'single source of truth' on project success measures reduced ambiguity and allowed for better

quality controls. SEPTA was able to start monitoring project health early and correct misalignment that may cause cost and time overruns.

Advances in accountability and transparency. The Capital Development Process improved both accountability and transparency. With more clarity in terms of functions and responsibilities and access to quality information, accountability and transparency increased. Using the KPIs developed to measure and better understand the overall performance of their projects, SEPTA was able to better communicate with both internal and external stakeholders.

Improvements in readiness for adopting data-driven decision-making tools. By standardizing and providing access to project information, SEPTA is able to use high-quality data to make real-time decisions. Given that the processes are standardized, the quality of the information is improved, and SEPTA can make clear comparisons and conduct in-depth analyses.

Requested Service

Identifying opportunities to create value from state assets including reducing operating costs, shifting uses, monetization and other levers.

Utilizing Enterprise Asset Management tools and technology reduces operating costs and maintenance of an agency's assets. North Highland's team of EAM experts bring process improvement, program management and technology implementation to support organizations looking to build value in state assets. As an example, under the aegis of the Office of the Governor and the State Department of Transportation, North Highland was engaged to conduct a comprehensive strategic, financial, and operational assessment of New Jersey Transit (NJ Transit) to provide insights and recommendations for transforming NJ Transit into a world-class transportation agency. As the nation's third largest provider of bus, rail, and light-rail transit, NJ Transit was experiencing poor fiscal and operational management. NJ Transit's rail operations take place in a very complex environment within the busiest rail corridor in the United States.

North Highland delivered a highly publicized and extensive audit report that provided current-state findings and proposed recommendations in five key assessment areas including organizational, maintenance, asset management and budgeting. The report was well-received by both the Governor's Office and the media and is being used as a foundational guide for charting future implementation work as NJ Transit leaders look to transform its operations for its customers and its employees.

Requested Service

Supporting implementation of improvements in state, department, or agency capital planning, projects design and implementation, increasing the value or state assets, or improving overall capital productivity.

North Highland has supported the implementation of capital productivity improvements. As an example, there are several benefits associated with our support for the implementation of the Capital Project Development Process at the Southeastern Pennsylvania Transportation Authority (SEPTA). Ultimately, the process improved SEPTA's ability to meet the needs of customers and the organization. More specifically, through implementing this process, SEPTA gained:

Improved process efficiency and transparency. Having a standardized process will enable faster, more efficient, and more transparent processes through clear next steps across all activities.

Enhance accountability. Having a more structured process allows for more clarity in terms of functions and responsibilities.

Increase collaboration with stakeholders. The structure of the process is intended to allow for more collaboration and open dialogue between stakeholders, breaking down silos.

Facilitate Data-Driven Decision Making. Implementing a digital process structure improved access to information across the organization. Consequently, enabled SEPTA to be better positioned to leverage data in the Authority's decision-making processes.

Enhance project controls and oversight. Incorporating review points (gates) at which the agency will assess the health of projects will allow for a better understanding of the health of projects and more effective problem identification and resolution. Additionally, SEPTA has a stronger financial management position because the standardization of the Capital Project Development Process strengthened its financial oversight and control function.

5.7.13 Developing Effective Strategies & Plans

Strategy ● Program & Project Management ● Process & Business Analysis ● People & Change Management

In every engagement with North Highland, we leverage strong strategy and planning skills to design effective interventions, roadmaps, and detailed plans that ensure our clients receive value at every stage. We integrate expertise from our Strategy practice to ensure the right priorities are embedded within the approach. We leverage our Process & Business Analysis expertise to ensure that the plans are thorough and account for the necessary flow of work. And we engage our Project & Program Management capability, along with our People & Change capability, to delivery on the strategy and make it last.

North Highland can readily differentiate its value to clients seeking strategic planning services in the following ways: (1) When it comes to management consulting, North Highland's award-winning strategies "make change happen." In fact, the company is a leading change and transformation management consultancy in the U.S. as recognized in 2021 by ALM Intelligence, an independent research-based industry advisor. (2) North Highland offers unbiased, independent management consulting advice and counsel because management consulting is all we do – unlike others, we are agnostic when it comes to downstream activities such as systems integration, product acquisition, and outsourcing choices. (3) As a full-service management consulting company, North Highland is a one-stop-shop. We also deliver a full range of services across functional areas and a full breadth of transformation needs that lead to improved business outcomes, simplified procurements, and reduced overhead associated with multiple-vendor project environments.

Two additional ways in which North Highland differentiates itself with respect to effective strategies and plans include: (4) North Highland maintains an award-winning Strategic Planning and Execution capability practice. North Highland was named a top 10 provider in ALM Intelligence's Business Strategy & Planning Consulting 2019 report. (5) North Highland utilizes a multi-year strategic planning approach that enables organizations to boost their output by focusing on both long-term trends / aspirations and short-term opportunities. Our approach goes beyond theory to provide actionable strategies that efficiently and effectively drive desired outcomes. We partner with clients to evaluate and design multi-year strategies, operational plans, and policies that enable and align to our client's strategic goals. These last two specific

differentiators are augmented by North Highland's more than two decades of management consulting experience developing effective strategies and plans.

Requested Service

Conducting assessments of a department or agency's existing strategic and operational plans, procedures, and practices to document and/or define the business processes and develop baseline measurements to assess their effectiveness; assisting with prioritizing critical output, productivity and outcome measures; and identifying how the department or agency could better achieve its mission and reporting the findings.

North Highland begins every engagement with a form of assessment, whether formal or informal. Where applicable, we leverage our automated capabilities to quickly gather a baseline of performance, integrating either a custom-designed assessment that accounts for nuances of the organization or leveraging a standard business process assessment focused on targeted areas. Assessments may also leverage our best-in-class capabilities from the Decooda data platform to derive meaning and intent from unstructured data sources. Where necessary, we include an assessment of the current business architecture, and how it helps or hinders the organization achieving its goals.

As part of beginning an engagement, we work with our clients to define baseline and target measurements for important operational KPIs or strategic OKRs, ensuring a data-driven approach to improvement and growth. This will often include alignment workshops facilitated by experts from our Strategy practice or our People & Change capability. Throughout all interactions, North Highland focuses on co-creating the solutions with the client, thus ensuring that those solutions truly add value to the client organization.

North Highland brings substantial expertise in aligning strategy with execution. Our approach incorporates feedback and inputs from every part of the organization, ensuring strategy is aligned throughout the organization. We look at the organization holistically, recognizing that meaningful implemented strategies always include people, processes, and tools working together. We use the latest industry standard for tools like business process modeling notation, 6 Sigma DMAIC, and process control systems, ensuring that we find the right tool for each organization and business strategy.

Members of our Process & Business Analysis capability quickly and robustly map out existing business processes, along with future state alternatives, both of which are used in designing the strategy and plan to achieve the desired outcomes. We will often conduct workshops to assess the current business practices, operational plans, and procedures, followed by aggregating that data into consistent visual representations. The result of this approach is a robust current-state map, including pain points, which can be verified and improved through interviews and workshops. Solutions are prioritized based on impact and effort, thus ensuring our clients start seeing immediate benefit from selected changes.

Requested Service

Supporting implementation to deliver against strategic objectives of a department or agency.

North Highland is organized to support clients not only in strategic planning to define their vision and objectives but also in the implementation of those objectives. We support organizations in the management and delivery of key projects and products through waterfall, agile, and hybrid approaches.

We deliver meaningful and lasting value to our clients by ensuring a team that has the right cross-functionality of skill needed to deliver the objectives, including the right

specialists in strategy, process, change, or project management. We have SMEs in many different industries, ensuring a match of industry experience and implementation rigor to meet our clients' needs. And our Managed Services offering helps organizations quickly ramp up or down in the level of support needed.

5.7.14 Applying Advanced Analytics

Strategy ● Program & Project Management ● People & Change Management ● Data & Analytics ● Technology

North Highland's dedicated Data & Analytics (D&A) practice offers government, including state Medicaid agencies, and commercial clients alike with business intelligence, data governance, and data management and leverages our change management and business process re-engineering capabilities to build analytics solutions to help clients develop more productive operational and data intelligence. Our D&A practice transforms data into a dynamic competitive asset. We help organizations move past the hype, make informed decisions, respond to change, and prepare for the future. We have successfully provided data strategy and assessment services across commercial, non-profit, and government entities, allowing us to bring together industry experience and technical skill to meet client objectives, boost investment in systems and data, and achieve rapid and meaningful results with low risk. Being capability-centric sets us apart in the vendor community; we are neither application nor tool-focused, or a product company touting a single solution.

A key area where North Highland delivers solution excellence for our clients is within Enterprise Information Management (EIM), of which data governance is foundational. For our EIM clients, we not only create EIM programs but also develop analytics strategies and business strategies, along with data governance models. Our EIM expertise enables us to deliver EIM-related services such as strategy and roadmap, charters and programs, and the deployment of EIM and data governance solutions.

Furthermore, North Highland recognizes that concepts like data literacy and data governance are often new to stakeholders and workforce. This comes with new vocabulary and new behaviors that require a deliberate focus on user adoption and change enablement. North Highland aligns organizational change management techniques with our data governance approach and makes change enablement a critical workstream in our efforts. Building stakeholder buy-in through communication, training, coaching, and reinforcement is essential to the success of a data governance program.

Requested Service

Shape a long-term analytics strategy for the state and/or individual state agencies leveraging interviews, government best practice, and private sector best practice.

North Highland follows our three-phase approach for strategic plan development as described in section 5.1 of this response to help our clients shape their long-term analytics strategy.

A key part of creating an analytics strategy is building the analytics maturity over time, starting with basic, descriptive analytics, which can show you what happened in the past, potentially moving towards cognitive analytics, which can automate many processes within your organization. We describe the different levels of analytics in *Exhibit 5-13* below. Building a long-term strategy that incorporates the levels of analytics maturity allows for organizational data literacy, analytics capabilities, and technology to keep pace with change and ensures success.
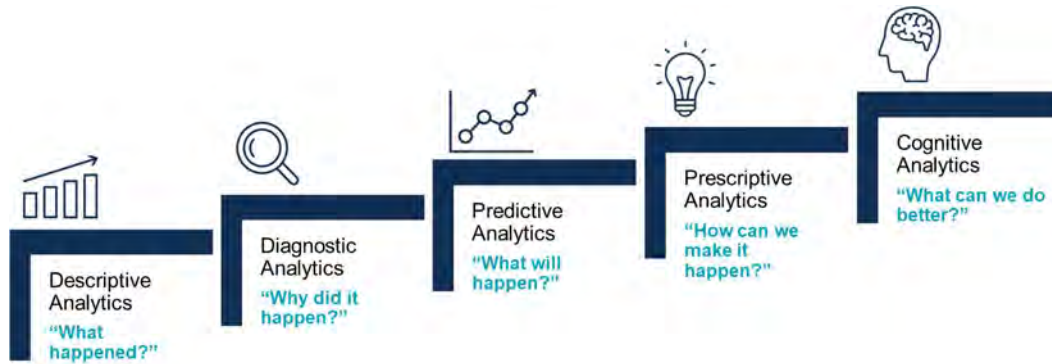
Exhibit 5-13: Different Levels of Analytics

For example, in State of Florida, we shaped a five-year plan to consolidate processes and systems in three different departments, department of economic opportunity, department of children and families and department of education. The strategy for the program was to develop an easy-to-use customer interfacing page that combined all 3 departments together for future job opportunities for the people in the State of Florida. This involved becoming an expert on all government documentation both federal and state to incorporate into strategy and execution of the program.

Requested Service

Identifying and delivering on a set advanced analytics use cases that state agencies could deploy to identify how to improve outcomes or understand the drivers of key problems and turning these use cases into pilots to demonstrate their value.

North Highland uses our proprietary Insights Framework to connect metrics and proposed metrics to business insights, business decisions, and strategic drivers ensuring that clients understand the connection of analytics into their day-to-day decisions and ways of working. After understanding how potential use cases connect to strategic drivers and key decisions, we work with business stakeholders to place use cases into a prioritization matrix on feasibility and business value dimensions.
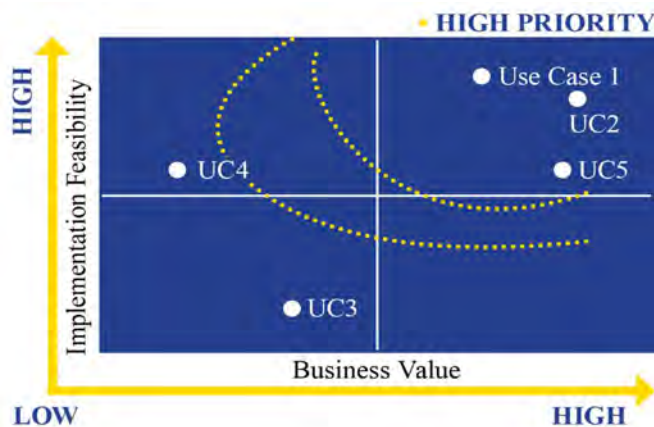
Exhibit 5-14: Example Use Case Prioritization Matrix

5.7.15 Transforming Organizations, Workforce & Culture

Strategy ● Program & Project Management ● Process & Business Analysis ● People & Change Management ● Data & Analytics

Regular and ongoing transformation has become a normal part of doing business, which requires resiliency and agility. As a leading transformation consultancy, organization, workforce, and culture transformations make up the core service offerings of North Highland's Strategy practice. We possess the end-to-end skillsets to unleash the full potential of our clients' organizations. Our approach to organizational and workforce transformation considers a holistic view to diversify talent solutions; explore new systems, structures, and capability models; and seed a mindset of growth, customer service, and operational excellence.

Our services in transformation include:

- **Workforce Strategy.** Defining the future workforce and conducting strategic workforce planning and forecasting through a view of the benefits, risks, costs, and impacts of potential workforce models.
- **Organizational Design.** Designing the organizational structures that enable business strategy realization through competency definition, operating process, and job and career frameworks.
- **Culture Transformation.** Creating and evolving cultures through eight critical drivers – vision and values, recognition, measurement, environment, communication, teamwork, leadership, and capability.

Per industry studies, over 75% of projects pursuing transformational change of these types end up encountering trouble not because of technology but because of a failure to manage the human dimensions of change. North Highland's People & Change Practice acknowledges and seeks to overcome this challenge by deploying proven Organizational Change Management (OCM) methodologies as part of our strategic approach to change. OCM is about getting the people affected by the change to understand the need for the change, develop a personal motivation to accept the change, understand the elements of change, and then properly execute the change.

The foundation of our change management methodology represents industry best practices including those supported by Prosci®. These processes are both systematic and repeatable that yield consistent and positive outcomes. Our close relationship with Prosci® enables our consultants to stay abreast of the most current research and best practice findings, while incorporating them into our day-to-day change management and training project work. We have certified Prosci® instructors that train our consultants on these methods and are available to provide Prosci® training to clients that hold a Prosci® enterprise license.

Our consultants apply the Prosci® ADKAR Model, a goal-oriented change management framework that guides individual change. ADKAR® is an acronym that represents the five tangible and concrete outcomes that people need to achieve for lasting change: awareness, desire, knowledge, ability and reinforcement. The model focuses on driving individual change which collectively achieves desired organizational results. The target of ADKAR® is for each individual affected by a change to progress along this five-stage journey. Our team utilizes the Prosci® ADKAR® tools and templates as a starting point on all projects and adjusts them as necessary to meet our clients' needs. Additionally, we leverage latest research in behavioral science techniques to support as accelerators and nudging to assist and guide client team members through their individual change journey.

Requested Service

Evaluating current state of organizational design, governance and management processes, and providing organizational design services to develop or refine department or agency-level structure, functional structure, governance, management processes, decision-making, and/or top teams (group organization or individual roles).

To evaluate our clients' current state of organizational design, governance, and management processes and provide organizational design services to develop or refine their structure, functional structure, governance, management processes, decision-making, and/or top teams, North Highland evaluates documentation around the client's strategy, organizational and departmental operating models, organizational structures, and job descriptions. Furthermore, in interviews and listening sessions with HR leaders, we gain an understanding of both the current state of job architecture and competency model usage at the organization, as well as the desired state. These conversations serve to create guiding principles and design principles, to be further validated in a future design workshop with involved stakeholders.

Key areas of scope to be discussed within these initial strategy sessions include:

Design Principles. Agreeing to a shared design around the desired skill set (e.g., T-shaped or I-shaped) per *Exhibit 5-15* and the number of proficiency levels, alignment to various industry models, and agreeing to the desired output format based on functionality and process alignment.

Exhibit 5-15: Example T- & I-Shaped Design Principles

Forward-Looking Strategy. Depending on insights learned from document discovery and other findings, North Highland's experts look to further understand the pressures and challenges affecting the client. Outside of publicly available information on the overall strategy for the client, we aim to understand additional key personnel decisions and forces that may impact the future workforce for the client.

Our output from this phase includes the following:

- **Stakeholder Outreach Targets.** Co-created with client leadership, we determine the needed key voices and change agents—leaders who can drive change adoption and engagement, SMEs, and organizational leadership—with whom we engage throughout the project.
- **Workshop Schedule & Sequencing.** Out of discussions with client leadership and alignment between engagement methodology and instruments, we sequence the targeted workshop engagement for leadership and core competency development, and individual job family technical and professional competencies.
- **Updated Task Timeline.** Based on both above tasks, we examine our work breakdown structure ("WBS") and other key project management deliverables for revisions to our project timeline.

- **Business Case.** The Strategy to Develop, Deploy, Employ, and Evaluate Comprehensive Competency Architecture at the client is brought together in a business case, presented to client leadership.

5.7.16 Managing Risk

Strategy ● Program & Project Management ● Process & Business Analysis ● People & Change Management ● Data & Analytics ● Technology

North Highland recognizes that risk is an unavoidable part of any endeavor and that it must be managed effectively to ensure the desired outcomes are not compromised. Whether the engagement is about large-scale transformation, digital enablement, or applying behavioral science to a change effort, North Highland brings rigor, process, and transparency to risks of all kinds.

There are many ways to measure risk, and we work with the client to determine the most appropriate one for their context. Some examples of risk management structures include:

- **CRAIDL Register:** CRAIDL is a classic risk management tool, wherein changes, risks, actions, issues, decisions, and lessons learned are all tracked in a centralized register. This structure is a useful way to maintain transparency across large programs, communicate decisions, and ensure continuous improvement is prioritized. This structure has been very effective for several clients, including the State of Florida Department of Education, Department of Children and Families, and Department of Economic Opportunity. We also used this structure with the State of Tennessee engagement and enterprise programs.

- **Fishbone Diagram:** Useful as a brainstorming method, we use the Fishbone Diagram to identify risks in six categories: equipment, process, people, materials, environment, and management. These categories help us to ensure we have thoroughly identified risks.

- **ROAM:** Originating in Agile environments, another structure for managing risk is the ROAM structure: Resolved, Owned, Accepted, and Mitigated. This structure is helpful for ensuring that every team has a simple way of identifying and working with emergent risks, acknowledging that there are multiple ways to address risk. This can also be a team level structure used in coordination with a larger CRAIDL approach at the enterprise or portfolio level.

- **Client-Side Reporting:** In addition, we bring a digital lens to risk identification, leveraging clients' project software and risk modules to set up dashboards and reports to share with stakeholders.

- **Regular Meeting Cadence:** We recognize the need to engage in live interaction about risks, especially those that are higher impact. Therefore, a standard part of any risk management process includes the cadence through which key stakeholders come together to review the risks, ensure there is an owner for each item, and manage risk resolution. Implementing a standard cadence, typically beginning as a biweekly cadence, significantly reduces risks and issues and ensures value realization for the organization.

- **Change Pulse:** an unrecognized area of programmatic risk is change saturation among the workforce. Saturation occurs when there is so much change in-flight that it negatively impacts individuals and the organization - stress, low morale/engagement and burnout are the results.

The Change Pulse assessments takes a portfolio view of all planned and in-flight work and the groups they impact to identify the risk of Change Saturation and plan interventions.

Exhibit 5-16: Sample Action Log Template

Requested Service

Building enterprise risk management and developing a risk culture by designing and implementing integrated risk management solutions, and bringing a risk-reward perspective to strategic decision-making and day-to-day operations.

North Highland has a strong track record of helping organizations develop integrated, enterprise level risk management solutions – whether the prompt is external events, new or changed regulatory requirements, or legislative changes. Our approach is based on the understanding that risk management is a technical, process, and organizational culture concern and we bring expertise from all our capabilities to meet this challenge. We begin by partnering with stakeholders to develop the operating model for the solution. Alignment of executive stakeholders and sponsors is foundational; enterprise- level solutions are cross functional and require new levels of collaboration. Through technical and data reviews as and stakeholder analysis we uncover the range and severity of risk areas and facilitate prioritization to determine the approach and strategies for new or changed processes, required technical controls, or changes in mindset and behaviors among the workforce.

Our solutions integrate attention to organizational culture, mindset and behavior into the overall approach. Experience tells us that increases in physical security and information security are the foundation of a risk management solution. However, employees who are unaware, lax, or believe "it's someone else's job" can create vulnerability despite the most robust technical program. We focus on stakeholders and representative members of the workforce to understand their knowledge, perspective, and ways of working. We leverage our people-centered tools such as stakeholder engagement, change agent networks, experience design and creative, innovative communications to reach everyone in the workforce and instill the idea, "we are all risk managers". We use behavioral science and nudge theory to drive specific changes and shift daily working habits.

TAB 8

VALUE ADDED
PRODUCTS & SERVICES

Tab 8. Value Added Products & Services

Provided on the following pages are additional services to those described in Tab 5 that North Highland provides for our clients.

8.1 Additional Education & Training for OCM

As previously mentioned in Tab 5, Organizational Change Management (OCM) is a necessary component to any transformation, but even more so for complex transformations. While the North Highland approach to OCM delivers significant benefits, the benefits can be diminished if there is a misunderstanding of the system, the approach and the impact on employees and other stakeholders. Organizational performance depends on the workforce's ability to quickly adapt and sustain the new processes and ways of working.

Building capability and capacity through training and upskilling is a core component of North Highland's human-centered approach to services. The training needs analysis and training strategy templates are leveraged to create robust training plans. North Highland identifies, develops, and provides the right education and training for the right people at the right time for them to be successful and meet performance expectations. To do this, North Highland:

- Works collaboratively, not in a "project silo"
- Co-creates deliverables so that our methods and processes are transparent and client colleagues have direct access to concepts and frameworks
- Embeds program learning and training into the agency learning framework and project training plans

Compared with traditional firms, North Highland is consistently rated best-in-class by third parties for all aspects of people-centric consulting: Customer Experience, Employee Experience, Change Management, Human Resources Operations, Organizational Strategy, Technology Services, and more. North Highland is named by ALM Intelligence as one of the top-tier change and transformation consulting services companies in the United States. The firm is proud of its reputation for helping clients develop their internal capabilities and competencies. We focus on culture and alignment, enabling data-driven decisions via analytics and technology, in combination with lots of training, skill-building, and knowledge transfer. Clients give us very high marks for being part of their team – we roll up our sleeves and do it together, creating lasting change and memorable experiences

8.2   Testing Center of Excellence

As a global leader in transformation across a broad number of industries, North Highland makes change happen. We are pleased to present our Testing Center of Excellence (TCOE) services under the value-added products and services category. North Highland's TCOE provides a test program management framework where testing is organized and maintained as a centralized service shared across an organization. Organizations such as state agencies and local municipalities establish TCOEs to promote quality assurance standards and best practices, provide a unified framework for testing and validation, and to help ensure consistency, robust testing, and successful implementations across various projects, program, and portfolios.

WHAT IS, AND WHY USE, A TESTING CENTER OF EXCELLENCE (TCOE)?

A testing center of excellence is a framework where testing is maintained as a centralized service that is shared across the organization. It standardizes testing processes, formal metrics, required tools and professional expertise.

| Effort Reduction | Method Consistency | Test Automation | Test Repeatability | Quality Improvement |

✓ Will be iteratively evolved
✓ Is enterprise extensible

TCOE RESULTS:
Better Outcomes at Lower Cost
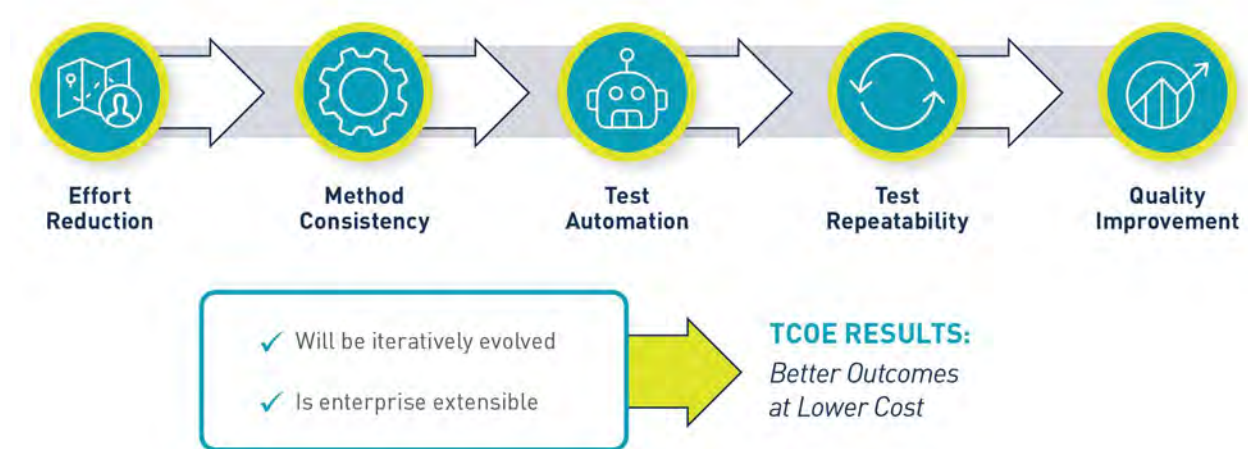
Exhibit 8-1: Testing Center of Excellence (TCOE)

Our test management approach and service offerings produce outstanding results for Medicaid, and other public-sector agencies across a broad spectrum of industries, as well as large private health organizations, seeking to improve their testing center operations. For example, we recently worked with the State of Florida's Agency for Health Care Administration (AHCA) to develop a TCOE framework to support their Medicaid Enterprise System (MES) transformation which includes implementing a modular multi-vendor MES.

Typical components of our TCOE services include:

- **Test Strategy:** We work with our clients to develop and document a test strategy that lays the foundation to drive enterprise level standards across all testing phases and helps ensure testing is planned, executed, and reported in a consistent manner across large-scale enterprise projects with the goal of supporting. A test strategy deliverable includes the test approach, organizational blueprint and delineation of teams, test phases and types, test automation, test case management, test data management, environmental management and requirements, stage gates for testing, service virtualization, testing support by phase (e.g., system integration, end-to-end,

user acceptance), test deliverables, requirements traceability, testing metrics and reporting, and risk identification and mitigation.

- **Test Metrics Management:** North Highland works with our clients to develop and track test metrics focused on assessing the status and health of testing. Example test metrics are as follows.

TYPE	METRIC	DESCRIPTION
Result Metrics	- Total number of test cases run / passed / failed / blocked - Total number of defects found / accepted / rejected / reopened - Total number of critical / high severity / medium severity / low severity defects - Total number of defects leaked into upper environments and production - Time taken to resolve defects by severity - Total defects grouped by cause	Actuals from the tools
Derivative Metrics	- Test cases passes vs. executed - Test cases failed vs. executed - Test cases blocked vs. executed - Fixed defects vs. Reported defects - Rejected Defects vs. Reported defects - Time to fix defects vs. total defects - Number of tests run vs. time taken - Number Of tests designed vs. time taken - Number of defects found vs. testing time - Number of defects leaked vs. defects found - Time between defect fix to retest for all defects vs. total number of defects - Number of defects vs. software size - Number of defects vs. age	- Pass rate - Failure rate - Blocker rate - Defect fix rate - Defect rejection rate - Average time to fix defects - Test execution rate - Test design rate - Defect rate - Defect leakage rate - Defect retest rate - Defect Density - Defect Age

- **Test Coordination and Reporting:** Based on the approach defined in the test strategy deliverable, North Highland provides test coordination services such as coordinating user acceptance testing. Test reporting also follows the approach and metrics defined in the test strategy and provides our clients timely insights into the status and overall health testing.

- **Test Planning and Design:** We conduct test planning and design throughout the various project phases and continuously refine our plans based on project needs and lessons learned. Test plans cover system integration testing, end-to-end testing, and user acceptance testing.

- **Test Estimation:** During test planning and design we produce initial testing estimates including the number of requirements, test scenarios, and test cases by test phase. Estimates are refined on an ongoing basis as projects progress.

- **Test Execution:** North Highland supports our clients' testing efforts by providing test execution services including manual and automated testing. Our manual and automated testing efforts are software agnostic, and we are equipped to work with our clients existing suite of testing tools, or we can supply our own testing tools that align with our clients standards (e.g., open source, COTs).

North Highland's TCOE services are customizable to meet our clients' existing standards and governance models. Each component of the TCOE included in the exhibit promotes quality and helps ensure successful technology implementations.
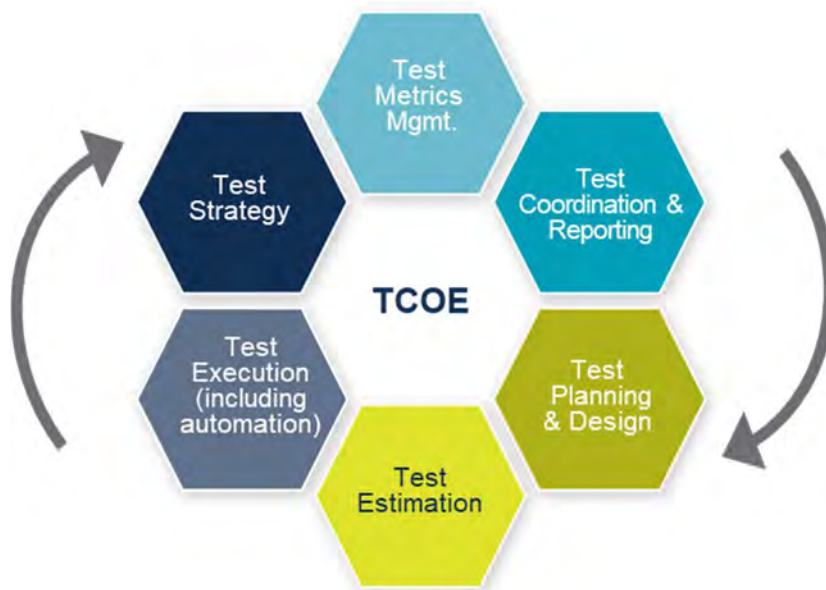
Exhibit 8-2: Components of North Highland's TCOE

The following list of projects in demonstrates North Highland's years of experience performing TCOE services. Our firm has more than 16 years of cumulative and demonstrated experience over a 9-year time span. Each of the projects listed below are major health care, health care-related state government, and other state government system projects for which North Highland, as the prime contractor, provided test management services that included system integration testing in non-premised SaaS and/or COTS products in a service-oriented architecture. The majority of our testing work has been working with state Medicaid and Health and Human Services agencies. For some of these projects, North Highland performed other services in addition to test management, such as project and program management, strategic planning, procurement planning and support, data governance, quality assurance, and enterprise architecture.

NORTH HIGHLAND TCOE EXPERIENCE

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Cumulative Experience

Medicaid eligibility system test management and testing support, Florida Department of Children and Families
07/2013 – 10/2014 1 Year 3 months — **1 Year 3 Months**

Project management, test management, and quality assurance for the New Jersey Women, Infants, and Children (WIC) Program, New Jersey Department of Health
07/2014 – 09/2018 4 Years 2 Months — **5 Years 5 Months**

Program and test management for the acute/ambulatory electronic health record implementation, Steward Healthcare
11/2015 – 03/2018 2 Years 4 Months — **7 Years 9 Months**

Test Management, Quick Cost and Plan Finder tool implementation, Connect for Health Colorado
04/2017 – 11/2017 7 Months — **8 Years 4 Month**

Project, procurement, and test management support for the Oregon Clean Vehicle Rebate Program (OCVRP), Oregon Department of Environmental Quality
04/2019 – 08/2021 2 Years 4 Months — **10 Years 8 Months**

Exit, Enterprise technology, and EMR test management and execution, Quorum Health Corporation
12/2019 – 10/2020 10 Months — **11 Years 6 Months**

Test management office for GetCoveredNJ, New Jersey Department of Banking and Insurance
05/2020 – 07/2022 2 Years 2 Months — **13 Years 8 Months**

Program management, architecture support, and test management for Florida Prepaid College Program Systems and business operations modernization, Florida Prepaid College Board
09/2020 – 07/2022 1 Years 10 Months — **15 Years 6 Months**

Automated Test management for The Medicaid Enterprise System Transformation (MEST), Georgia Department of Community Health
1/2022 – 07/2022 6 Months — **16 Years 0 Months**

Florida Health Care Connections (FX) Strategic Enterprise Advisory Services (SEAS) Testing Center of Excellence, Florida Agency for Health Care Administration
01/2022 – 07/2022 6 Months — **16 Years 6 Months**

Exhibit 8-3: North Highland's TCOE Experience

Value Delivered

An example of the value delivered by our TCOE services includes North Highland's test automation solution provided to a state's health insurance marketplace. Our engagement equipped our client to increase its testing capacity and accelerate programmatic outcomes through automation. Specifically, we drove outcomes by documenting platform requirements; developing test plans; writing, executing, and prioritizing automated test scripts; automated dashboard reporting; coordinating user acceptance testing (UAT) efforts; and conducting defect review, prioritization, and coordination with retesting.

North Highland helped our client increase its testing capacity. Within the first year, we were able to scale the state's testing capacity to run over 260,000 automated test minutes—a volume that would otherwise have required the client to increase its testing resources nine-fold (which would also mean a significant increase in project costs). With an automated testing strategy in place, the client's testing resources are now able to focus manual testing efforts on high-priority testing scenarios and on ensuring sufficient testing coverage for system requirements.

Our testing approach and team also helped our client **proactively identify defects** that could otherwise have been released into the live production environment, impacting the state's constituents. We accomplished this by continuously testing throughout the Development, Design, and Implementation (DDI) and refining and adding to our baseline suite of automated test cases.

North Highland's automated testing solution provided our state client with **methodical and repeatable testing capabilities** that are essential and on demand. We also helped our **client reduce the overall QA and development cycle**. For example, when the system vendor's engineering team makes a change, the client has testing results within hours rather than waiting weeks—as it previously did—for the

change to be tested. In addition, the solution records a video for each completed test case. These videos make it quick and easy to see where defects are occurring and what specific areas of the system need to be examined.

Automated testing also reduced the time and effort previously spent on manual testing, which helps our client **drive business outcomes**. As a result, the state can spend more time on incremental system improvements that continue to enhance the customer experience.

8.3 Managed Service Pods

As organizations in all industries find themselves up against budget constraints, talent shortages, and constant change, results are imperative. **Managed Services is a flexible and outcomes-based workforce solution that keeps pace with our clients' always-changing strategic priorities.** It offers access to dedicated teams and top talent with a blended set of expertise, skills, and products. Our solution combines an actionable, hands-on delivery approach with a strategic, tailored mix of expertise mobilized in outcomes-based team structures like the Pod.

MANAGED SERVICES IS THE NEW CONSULTING MANDATE

THE OUTCOMES IMPERATIVE

90%

of consulting buyers are evaluating consulting spend to assure the delivery of tangible value.[1]

A NEW STANDARD IN CONSULTING

50%

of consulting buyers want to deliver more work using a Managed Service post-pandemic.[2]

THE FUTURE OF VALUE DELIVERY

2X

After post-crisis recovery, it's estimated that the Managed Services market will grow at twice the pace of conventional consulting.[3]

1,2,3. Source: Market Updates, Source Global Research, Oct. 2021

Exhibit 8-4: Increased Need for Managed Services

North Highland can support clients by unlocking their most valuable future by moving from outputs to outcomes with Managed Services:

- Real results are imperative in a climate of always-on change and disruption.
- Our Managed Services solution combines a practical, hands-on delivery approach with a strategic, tailored mix of expertise.
- The result? Accelerated outcomes and impact against your toughest challenges.

Differentiating Factors

End-to-end service leadership. The Service Delivery Manager is responsible for quality, value, and practitioner management. This dedicated role accelerates value creation and capability—all while taking the resource-management burden off the client's plate.

Outcomes-focused. We work with clients to shape the vision and strategy for Managed Services as an adaptive workforce solution that drives their business strategy forward. Our delivery pilot allows clients to test all aspects of the Managed Service before making a decision about whether to scale.

Strengthens internal capabilities. We bring a diverse blend of cross-discipline expertise, helping clients address immediate skill shortages and fulfill strategic initiatives in the long term. Our expertise includes program and project management, business analysis, product ownership, agile ways of working, technology and data support, change, and process excellence.

Speed-to-value. Thanks to the Pod model, our teams are pre-wired to hit the ground running. Pods are reimagined Managed Services teams carefully constructed with the multi-disciplinary expertise to collaborate and move the needle on business challenges from day one.

Adaptive as needs change. Proactive demand planning is a key part of our service execution framework. That means the solution anticipates our clients' capability needs and adapts to those needs accordingly.

The Seven Sources of Value

We believe transformation value is derived from seven key sources that must be actively managed in lockstep with organizational strategy. **Change Economics** is how we assess, quantify, and prioritize transformation initiatives while considering all sources of value. **Transformation Momentum** drives the delivery of your critical initiatives while building momentum towards value creation. **Managed Services** offers access to dedicated teams and top talent with a blended set of expertise, skills, and products. The Seven Values are depicted below in *Exhibit 8-5*.

Exhibit 8-5: Seven Sources of Value

The Benefits

The Service Delivery Manager is responsible for quality, value, and practitioner management. This dedicated role accelerates value creation and capability—all while taking the resource-management burden off your plate. Outcomes-focused delivery allows for course-correction if you're not seeing desired results. You'll **strengthen internal capabilities** (new or matured) to fulfill strategic initiatives in the long

term. End-to-end service management means that you'll **hit the ground running** from day one. Our solution **proactively anticipates your capability needs** and adapts to those needs accordingly.

Typical benefits realized include:

- **20%** reduction in portfolio spend
- **15%** reduction in wasted project spend
- Reduction in management overhead by **80%**

Managing Value with a New Approach to Work

AN APPROACH TAILORED TO YOU

With your value drivers front and center, our team will cater our approach to meet your needs and objectives. The result? Maximum value, realized.

Value Drivers
Below are a few examples of underlying value drivers:

Governance model evolution	Portfolio Strategy, Planning & Advisory	Transformation and Change Capability
Professionalizing Execution	Capability Development	Proactive, Driving Pace and Agility
Trusted partner	Speed to Productivity	Value Realization
Consistency	Flexibility	Reduced Administrative Burden

Managed Services
Capture every source of value.

PORTFOLIO ADVISORY
Customizable

SERVICE LEADERSHIP

SERVICE EXECUTION
Foundational

STRATEGIC PARTNERSHIP

Exhibit 8-6: Aligning Value Drivers to Managed Services Model

Elevate Business:

- A dedicated structure that enables proactive planning, prioritization, and road mapping to accelerate value creation
- Dedicated performance leadership immediately moves the needle towards your goals
- Built-in advisory services support transformation and change

Elevate Capability:

- Creating a flexible and outcomes-based workforce solution that evolves as your priorities shift
- Establishment of robust, holistic capabilities (new or matured) to sustainably fulfill strategic initiatives
- Solution proactively anticipates your capability needs, adapting and scaling as needed

Elevate Delivery:

- End-to-end service management helps you mobilize quickly. This increases consistency, enabling smooth resource management and consistent quality
- Outcomes-focused delivery fuels speed to value and allows for course-correction if you're not seeing desired results

Approach Details

Typical staff augmentation solutions provide access to capacity, but the job of finding, onboarding, and managing people and quality still falls to the customer. This can distract leaders and teams from delivering strategic outcomes. At North Highland, we take a different approach. We built our Managed Services solution around a dedicated service delivery framework that gives you access to a flexible pool of talent. We partner with you to understand upcoming demand, onboard project-ready resources, manage performance, and ensure that knowledge is retained.

The model increases delivery quality while reducing your internal costs. This unique, comprehensive, and outcome-focused solution is built on more than 15 years of experience. We combine end-to-end delivery execution, oversight, capability development, and strategic advice to professionalize your delivery ability while giving you access to world-class talent right from the start. Bringing these elements together accelerates speed to value and allows you to flex to meet changing needs. We also incorporate leadership and execution by building in advisory services focused on supporting leaders with larger change and transformation needs. A Service Leadership Team (SLT) is accountable for driving quality and value throughout the engagement.

With a Managed Services approach, North Highland will assemble the optimal mix of skills and expertise to accelerate your transformation and execute your strategic initiatives. As a part of your dedicated team, you will receive a Service Delivery Manager (SDM) who serves as your primary point of contact for all execution-related matters and is responsible for ensuring Managed Services quality and value.

Our dedicated practitioner management and recruiting team understand your needs and expectations, providing you with best-in-market talent to fill critical resource gaps. They will ensure resourcing is flexible to meet your changing needs.

You will also have in-depth industry knowledge from our expert practitioners. Our knowledge experts provide the team with access to the backbone of our management consulting expertise, ensuring best practices and leading thinking are incorporated continuously in the field.

Customized Training

North Highland can support your Managed Services offering by delivering customized training sessions and materials on-site. We offer courses that are designed to improve leadership and team's program/change management skills, capabilities, and performance. We also provide formal certifications such as the Certified Business Analysis Program (CBAP), SCRUM Alliance Certification, and PMI Certification alongside our rolling training program. Examples of skills implemented by North Highland's training team can be found in *Exhibit 8-7* below:

SOFT SKILLS	CONSULTING SKILLS	TECHNICAL SKILLS
• Building successful teams	• Vision and destination-setting	• Project management 101
• Relationships and rapport	• Change management	• Agile delivery
• Assertiveness skills	• Facilitation skills	• Financial modeling/ Business case
• Stakeholder analysis and management	• Lean training	• Transformation portfolio prioritization
• Geek speak	• Structured thinking	• Requirements management
• Building professional relationships		

Exhibit 8-7: Example of Skills North Highland Helps Clients Build

8.4   Procurement Support Services

North Highland has an extensive Procurement Capability Practice that provides clients with three major service offerings: (1) outsourced procurement support for large, complex procurement initiatives, including market research, market engagement, requirements gathering, evaluation criteria development, and contract advisory services; (2) procurement advisory services in collaboration with and in support of existing customer procurement staff; and (3) procurement transformation services, helping clients reimagine their existing procurement operations. In support of our Procurement Capability Practice, North Highland maintains a procurement center of excellence – Professionalizing Procurement℠. Based on best practices, the center leverages the latest industry procurement developments; proven procurement best practice; and effective organization, governance, and process design to optimize business value.

North Highland's approach to procurement has three broad phases with discrete steps within each phase, as depicted in *Exhibit 8-8* below.
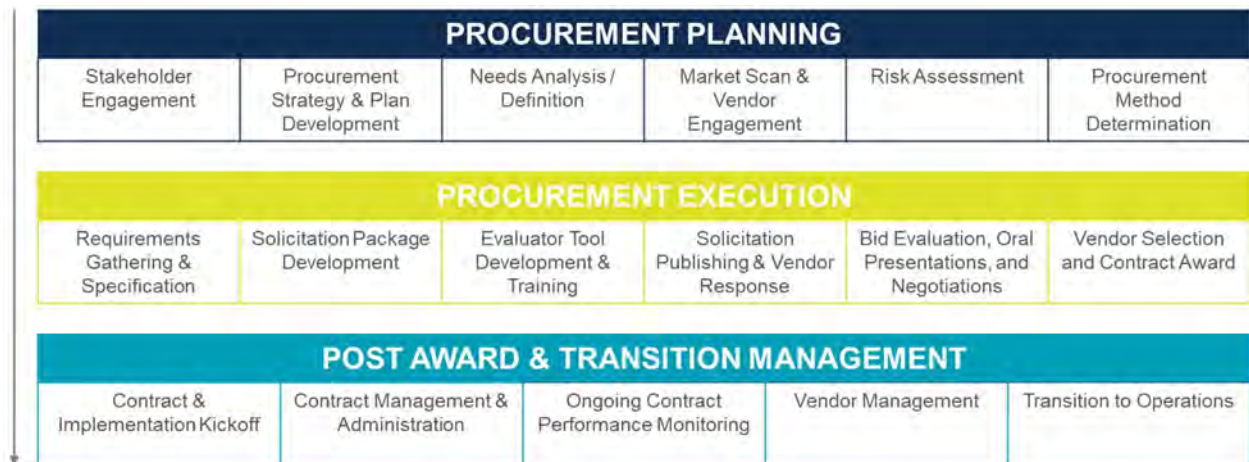

PROCUREMENT PLANNING

| Stakeholder Engagement | Procurement Strategy & Plan Development | Needs Analysis / Definition | Market Scan & Vendor Engagement | Risk Assessment | Procurement Method Determination |

PROCUREMENT EXECUTION

| Requirements Gathering & Specification | Solicitation Package Development | Evaluator Tool Development & Training | Solicitation Publishing & Vendor Response | Bid Evaluation, Oral Presentations, and Negotiations | Vendor Selection and Contract Award |

POST AWARD & TRANSITION MANAGEMENT

| Contract & Implementation Kickoff | Contract Management & Administration | Ongoing Contract Performance Monitoring | Vendor Management | Transition to Operations |

Exhibit 8-8: North Highland's Approach to Procurement Support

Procurement Planning Phase

The key aim of the Procurement Planning Phase is to establish a robust and executable procurement strategy that: aligns stakeholders, outcomes, and needs; identifies risks, ideal procurement method, and the market environment; and prepares the organization to successfully execute the procurement.
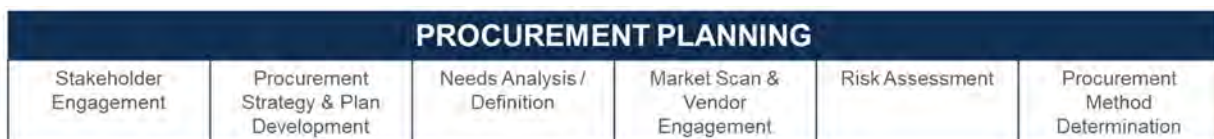

PROCUREMENT PLANNING

| Stakeholder Engagement | Procurement Strategy & Plan Development | Needs Analysis / Definition | Market Scan & Vendor Engagement | Risk Assessment | Procurement Method Determination |

Exhibit 8-9: Procurement Planning Phase

This phase involves the following key activities for any procurement:

- **Stakeholder Engagement.** North Highland recognizes the importance of participation of internal and external stakeholders, including state partner agencies and potential vendors during the

entire procurement and contracting process. As part of this step, North Highland collaborates with our clients to identify and meet with required internal and external stakeholders and determine who needs to participate in the procurement activities, such as requirements definition and evaluation.

- **Procurement Strategy & Plan Development.** We develop this key document to align with the procurement's needs. This resource is typically iterated throughout the entire Planning Phase and ensures that key information on the 'who,' 'what,' 'when,' and 'how' of the procurement process is captured, including timeline and schedule. This document also identifies the procurement method and key aspects of evaluation and negotiation strategies. North Highland ensures this document is aligned to any specific requirements of procurement policy. The Procurement Strategy & Plan serves a number of different purposes, including: defines high-level procurement options and recommended approach; articulates goals and expected outcomes of the procurement; defines the best value criteria; identifies the roles and responsibilities; documents activities associated with conducting the procurement; outlines project schedule with high-level timelines, deliverables, and milestones; aligns the procurement with Strategic objectives; follows all procurement policies, including necessary approvals; and identifies roles for Contract Administration, Performance Monitoring, and Vendor Management as part of any future Contract Management Plan in Post-Award

- **Needs Analysis/Definition.** Capturing statements of need, user stories or other mechanisms helps define the high-level scope to be included in the procurement and any specific exclusions. North Highland documents the high-level scope, building upon elements identified during the Needs Assessment (i.e., vision, organization's strategic goals, current state, gap analysis, and identified improvement opportunities).

- **Market Scan & Vendor Engagement.** Market Research is intended to collect supporting data and documentation about vendor and other States' procurements for needs that are similar. This can either be an internal exercise, based around the knowledge and expertise of the North Highland team and our research resources, or one that engages peer agencies, vendors, and other relevant organizations as a way of delivering early marketplace awareness. The implementation, services, and costs information gathered is used to further inform the refinement of the procurement strategy during the Planning Phase. One added benefit that North Highland can bring is that we have a repository of market research, that contains historical findings of market scans performed by North Highland in past projects. Where a market scan is not required, a separate vendor outreach exercise is completed at this stage to build vendor awareness of expected procurement release timeframe.

- **Risk Assessment.** North Highland undertakes an initial procurement risk assessment to identify areas that need oversight and attention, particularly in relation to insurance requirements, terms and conditions, and mandatory requirements. Typical risk factors considered include timeline, funding, market, stakeholders, integration, and security, along with capacity of the internal team. This is documented in the Procurement Strategy & Plan.

- **Procurement Method Determination.** In line with the Authority's procurement policies, North Highland works with our clients to determine potential options and the most appropriate method for any procurement, e.g., RFP, cooperative purchase, sole source with appropriate justification; separate procurements for goods and services partner or a combined procurement. This is also documented in the Procurement Strategy & Plan.

Procurement Execution Phase

The Procurement Execution Phase encompasses all activities that North Highland needs to prepare to conduct a competitive solicitation, from requirements definition through to contract award, including mobilizing the wider project team.

PROCUREMENT EXECUTION					
Requirements Gathering & Specification	Solicitation Package Development	Evaluator Tool Development & Training	Solicitation Publishing & Vendor Response	Bid Evaluation, Oral Presentations, and Negotiations	Vendor Selection and Contract Award

Exhibit 8-10: Procurement Execution Phase

This phase involves the following key activities for any procurement:

- **Requirements Gathering & Specification.** In this step, North Highland collects all the information required to create a scope of work or scope of services, as well as any other supporting documentation needed so that a bidder can respond (e.g., architectural drawings, design principles, service level agreements). The 'requirements catalog' and other relevant outputs of any needs assessment or discovery phase that may have been conducted – as often covered in early process improvements activities – would become an input for this activity.

- **Solicitation Package Development.** Working with our client's procurement team, North Highland assembles all of the required components of the procurement documentation, submits for approval, and publishes (including the main RFP document and any attachments/exhibits needed). This includes documents such as: a sample contract; terms and conditions; specific attestations or certifications required of the respondents; requirements, standards, and SLA exhibits; pricing response or cost worksheets; instructions to bidders; and evaluation criteria.

- **Evaluator Tool Development & Training.** In this step, North Highland completes a lot of prep-work by ensuring (1) the right tools and processes are in place to conduct evaluations and negotiations, (2) evaluators and subject matter experts (SMEs) are identified, and (3) evaluator and SME training has been completed in advance of responses being received from bidders. North Highland has many examples of best practices tools, processes, and training materials that it uses as accelerators to support this activity. (To support the evaluation process for a typical procurement, North Highland identifies and documents the personas that are required for the evaluation of the vendor responses, even if specific names are not known yet. Based on the evaluators identified, North Highland provides a matrix that maps the evaluators to the sections of the vendors' responses. The tool includes functionality to track the progress of the evaluations.

- **Solicitation Publishing & Vendor Response.** North Highland ensures pre-proposal conferences and vendor question and answer (Q&A) processes are effectively managed, so the widest range of vendors are engaged, feel encouraged to bid, have the right information, and understand the agency's position on key areas to provide relevant responses.

- **Bid Evaluation, Oral Presentations, and Negotiations.** In this step, North Highland supports the identified evaluators and negotiators in evaluating vendor responses to the RFP in a timely manner and ensures processes are being correctly followed and appropriately documented to

reduce risk of protest. For each procurement, the North Highland team leverages the robust, repeatable tools developed through recent procurement projects in managing and tracking the procurement evaluation and negotiation process. Where appropriate, and if agreed by the Authority, North Highland can participate in the evaluation and negotiations for specific procurement as a technical advisor.

- **Vendor Selection and Contract Award.** North Highland assists with developing approval or award documentation, including tabulation of evaluation and orals scores, collation of negotiation outputs, and analysis of the price proposals from bidders. After necessary approvals are gained, North Highland can support the formation of the contract package and any final negotiations required to get to an executed contract. This activity includes any procurement closeout activities.

Post Award & Transition Management Phase

The Post Award & Transition Management Phase provides continuity between procurement activities and contract management activities, including performing and/or overseeing the necessary handoffs to ensure a seamless transition of information and responsibilities. This continuity is necessary so that information does not get missed along with any necessary internal and external transition actions, depending on the types of goods, services or solutions that have been contracted.

POST AWARD & TRANSITION MANAGEMENT				
Contract & Implementation Kickoff	Contract Management & Administration	Ongoing Contract Performance Monitoring	Vendor Management	Transition to Operations

Exhibit 8-11: Post Award & Transition Management Phase

This phase involves the following key activities for any procurement:

- **Contract & Implementation Kickoff.** Following contract award and execution, North Highland aligns internal and external stakeholders (including vendors) who are engaged in the transition of services or the implementation and rollout of a new system, both on the contract management side and with any project kickoff activities, such as vendor onboarding. North Highland develops a Contract Management and Monitoring Plan to be used in the ongoing management of the vendor. For the complex procurements, North Highland develops an Onboarding Checklist and presentation materials for the vendor (including the agency's vision and current state) and identifies key requirements around contract management and compliance. North Highland also assists SEPTA in facilitating the project kickoff to ensure a common understanding of success.

- **Contract Management & Administration.** As part of this step, North Highland sets up or adapts processes and tools to ensure vendor requests (for any future contract amendments or change orders) have the relevant oversight and governance scrutiny and are in line with agency policy. This is typically done in partnership with the Contract Administration function of the agency. For example, North Highland ongoing contract administration support may include assisting in developing and validating any vendor-derived change requests and contract administration processes and maintaining record of contract modifications, maintaining all relevant project files needed from a contract administration standpoint, and any contract closeout activities including any meeting(s) with the vendors.

- **Ongoing Contract Performance Monitoring.** North Highland helps implement the agency's existing tracking and monitoring process of SLAs (as found in the Procurement Strategy and Plan), ensuring the project meets the deliverable targets and assist in the management of any corrective actions or escalations as needed. For example, for implementation projects, North Highland contract performance monitoring support may include: directly overseeing all work performed by the selected vendor (and implementation partner if relevant), including deliverable reviews where needed; providing a recommendation of disallowance for invoices when work is behind schedule or less than acceptable; and reviewing vendor submitted invoices against contract terms and existing documentation of work and recommending where the Authority may need to escalate based on the vendor performance metrics.

- **Vendor Management.** Effective vendor management is extremely important, particularly in a multi-vendor environment, to ensure that vendors are being managed and coordinated in a consistent fashion. As part of this step, North Highland ensures the vendor's compliance to the Authority's communication plan, the management of key personnel, and regular scheduled meetings to discuss performance and any value-add items included in the contract, such as innovation or cost saving / efficiency opportunities.

- **Transition to Operations.** North Highland includes requirements in the solicitation package for implementation projects to ensure that all vendors execute a smooth handover from the Design, Development, & Implementation (DDI) phase of a project to the Operations and Maintenance (O&M) phase. This includes deliverables such as O&M Plan, Annual Operational Analysis, and Vendor Turnover Plan. These requirements would include – both from an agency perspective as well as a vendor perspective – all requisite knowledge transfer. In the case of a transition of a services contract between vendors, requirements would be included in the solicitation package to include transition and exit plans.

Relevant Procurement Experience

With strong credentials in procurement support to government agencies and the comprehensive procurement framework described above, North Highland stands ready to provide procurement support services to any of our clients on their transformation journey. Notably, our track record of government procurement support includes more than $1.7 billion in procured products and services without a single successful protest. Provided below are a list of public sector clients for whom North Highland has provided these services.

PROJECT TITLE	CLIENT	TYPE OF SERVICES	DATES
SEAS Technology Procurement Planning, Solicitation Development and Transition Support	Florida Agency for Health Care Administration	- Procurement Roadmap - Procurements - Integration Services - Data Warehouse (EDW) - Provider Management Module - Claims / Encounters Processing - Unified Operations Center	06/2016 – Present
Electronic Health Records System Procurement	Oregon Department of Corrections	EHR procurement	10/2019 – Present

PROJECT TITLE	CLIENT	TYPE OF SERVICES	DATES
Medicaid Modernization Procurement Planning and Procurement Support	Georgia Department of Community Health	• Claims and Financial Management Module (NASPO) • Third Party Liability (TPL) Procurement • Electronic Visit Verification Module Procurement	01/2001 – Present
Electric Vehicle Rebate Project	Oregon Department of Environmental Quality	• Procurement Support	01/2019 – Present
Procurement Assessment and Roadmap	Los Angeles World Airport	• Procurement Transformation	07/2021 – Present
Contract Administration Training Curriculum	Portland General Electric	• Procurement Advisory Services	02/2021 – 05/2021
IT Procurement Transformation (DBITS)	City of Austin, Austin Energy	• IT Procurement Assessment • IT Procurement Transformation Planning and Design • IT Procurement Transformation Implementation	08/2018 – 04/2020
MMIS Provider Module Gap Analysis (NASPO)	New Jersey Department of Human Services	• Market Research & Procurement Advisory	03/2020 – 06/2020
Salesforce Application Functionality & Enhancement (DBITS)	Texas Commission on State Emergency Communications	• Procurement Support and • Project Management Services	03/2019 – 12/2019
Permit/Licensing System Procurement	Oregon Department of State Lands	• Requirements Gathering & Procurement Support	07/2019 – 11/2019
HRIS Procurement Support and Business Process Mapping	Southeastern Pennsylvania Transportation Authority	• IT Roadmap and Procurement Support	02/2018 – 10/2019
Procurement Improvement Initiative	Orlando Utilities Commission	• Procurement Transformation	03/2017 – 04/2018
Strategic and Financial Procurement Assessment	New Jersey Transit	• Procurement Assessment & Procurement Transformation	04/2018 – 10/2018
Enterprise Regulatory Licensing System Procurement	Florida Dept of Agriculture and Consumer Services	• Procurement Support	2/2017 – 12/2017
Financial and Service Accountability Management System Procurement Support	Florida Department of Children and Families	• Market Research, Procurement Advisory Services	11/2016 – 12/2017
BI Tools Procurement	Florida Department of Transportation	• Market Research, Procurement Advisory Services	5/2017 – 12/2017

TAB 9

REQUIRED DOCUMENTS

TAB 9
REQUIRED DOCUMENTS

- Federal Funds Certifications

- Clean Air and Water Act & Debarment Notice

- Contractors Requirements

- Required Clauses for Federal Assistance by FTA

- Federal Required Signatures

- Antitrust Certification Statements Texas Government Code § 2155.005

- State Notice Addendum

FEDERAL FUNDS CERTIFICATIONS

Participating Agencies may elect to use federal funds to purchase under the Master Agreement. The following certifications and provisions may be required and apply when a Participating Agency expends federal funds for any purchase resulting from this procurement process. Pursuant to 2 C.F.R. § 200.326, all contracts, including small purchases, awarded by the Participating Agency and the Participating Agency's subcontractors shall contain the procurement provisions of Appendix II to Part 200, as applicable.

APPENDIX II TO 2 CFR PART 200

(A) Contracts for more than the simplified acquisition threshold currently set at $250,000, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.
- Pursuant to Federal Rule (A) above, when a Participating Agency expends federal funds, the Participating Agency and Offeror reserves all rights and privileges under the applicable laws and regulations with respect to this procurement in the event of breach of contract by either party.

(B) Termination for cause and for convenience by the grantee or subgrantee including the manner by which it will be effected and the basis for settlement. (All contracts in excess of $10,000)
- Pursuant to Federal Rule (B) above, when a Participating Agency expends federal funds, the Participating Agency reserves the right to terminate any agreement in excess of $10,000 resulting from this procurement process in the event of a breach or default of the agreement by Offeror as detailed in the terms of the contract

(C) Equal Employment Opportunity. Except as otherwise provided under 41 CFR Part 60, all contracts that meet the definition of "federally assisted construction contract" in 41 CFR Part 60-1.3 must include the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 CFR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."
- Pursuant to Federal Rule (C) above, when a Participating Agency expends federal funds on any federally assisted construction contract, the equal opportunity clause is incorporated by reference herein.

(D) Davis-Bacon Act, as amended (40 U.S.C. 3141-3148). When required by Federal program legislation, all prime construction contracts in excess of $2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay

wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non- Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision for compliance with the Copeland "Anti-Kickback" Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency.

- Pursuant to Federal Rule (D) above, when a Participating Agency expends federal funds during the term of an award for all contracts and subgrants for construction or repair, offeror will be in compliance with all applicable Davis-Bacon Act provisions
- Any Participating Agency will include any current and applicable prevailing wage determination in each issued solicitation and provide Offeror with any required documentation and/or forms that must be completed by Offeror to remain in compliance the applicable Davis-Bacon Act provisions.

(E) Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708). Where applicable, all contracts awarded by the non-Federal entity in excess of $100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

- Pursuant to Federal Rule (E) above, when a Participating Agency expends federal funds, offeror certifies that offeror will be in compliance with all applicable provisions of the Contract Work Hours and Safety Standards Act during the term of an award for all contracts by Participating Agency resulting from this procurement process.

(F) Rights to Inventions Made Under a Contract or Agreement. If the Federal award meets the definition of "funding agreement" under 37 CFR §401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.

- Pursuant to Federal Rule (F) above, when federal funds are expended by Participating Agency, the offeror certifies that during the term of an award for all contracts by Participating Agency resulting from this procurement process, the offeror agrees to comply with all applicable requirements as referenced in Federal Rule (F) above

(G) Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended— Contracts and subgrants of amounts in excess of $150,000 must contain a provision that requires the non- Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401- 7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251- 1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

- Pursuant to Federal Rule (G) above, when federal funds are expended by Participating Agency, the offeror certifies that during the term of an award for all contracts by Participating Agency member resulting from this procurement process, the offeror agrees to comply with all applicable requirements as referenced in Federal Rule (G) above

(H) Debarment and Suspension (Executive Orders 12549 and 12689)—A contract award (see 2 CFR 180.220) must not be made to parties listed on the government wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.

- Pursuant to Federal Rule (H) above, when federal funds are expended by Participating Agency, the offeror certifies that during the term of an award for all contracts by Participating Agency resulting from this procurement process, the offeror certifies that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation by any federal department or agency. If at any time during the term of an award the offeror or its principals becomes debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation by any federal department or agency, the offeror will notify the Participating Agency

(I) Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)—Contractors that apply or bid for an award exceeding $100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

- Pursuant to Federal Rule (I) above, when federal funds are expended by Participating Agency, the offeror certifies that during the term and after the awarded term of an award for all contracts by Participating Agency resulting from this procurement process, the

offeror certifies that it is in compliance with all applicable provisions of the Byrd Anti-Lobbying Amendment (31 U.S.C. 1352). The undersigned further certifies that:

- o No Federal appropriated funds have been paid or will be paid for on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of congress, or an employee of a Member of Congress in connection with the awarding of a Federal contract, the making of a Federal grant, the making of a Federal loan, the entering into a cooperative agreement, and the extension, continuation, renewal, amendment, or modification of a Federal contract, grant, loan, or cooperative agreement.
- o If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of congress, or an employee of a Member of Congress in connection with this Federal grant or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions.
- o The undersigned shall require that the language of this certification be included in the award documents for all covered sub-awards exceeding $100,000 in Federal funds at all appropriate tiers and all subrecipients shall certify and disclose accordingly.

RECORD RETENTION REQUIREMENTS FOR CONTRACTS INVOLVING FEDERAL FUNDS

When federal funds are expended by Participating Agency for any contract resulting from this procurement process, offeror certifies that it will comply with the record retention requirements detailed in 2 CFR § 200.334. The offeror further certifies that offeror will retain all records as required by 2 CFR § 200.334 for a period of three years after grantees or subgrantees submit final expenditure reports or quarterly or annual financial reports, as applicable, and all other pending matters are closed.

CERTIFICATION OF COMPLIANCE WITH THE ENERGY POLICY AND CONSERVATION ACT

When Participating Agency expends federal funds for any contract resulting from this procurement process, offeror certifies that it will comply with the mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (42 U.S.C. 6321 et seq.; 49 C.F.R. Part 18).

CERTIFICATION OF COMPLIANCE WITH BUY AMERICA PROVISIONS

To the extent purchases are made with Federal Highway Administration, Federal Railroad Administration, or Federal Transit Administration funds, offeror certifies that its products comply with all applicable provisions of the Buy America Act and agrees to provide such certification or applicable waiver with respect to specific products to any Participating Agency upon request. Participating Agencies will clearly identify whether Buy America Provisions apply in any issued solicitation. Purchases made in accordance with the Buy America Act must still follow the applicable procurement rules calling for free and open competition.

CERTIFICATION OF ACCESS TO RECORDS

Offeror agrees that the Inspector General of the Agency or any of their duly authorized representatives shall have access to any non-financial documents, papers, or other records of offeror that are pertinent to offeror's discharge of its obligations under the Contract for the purpose of making audits, examinations, excerpts, and transcriptions. The right also includes timely and reasonable access to offeror's personnel for the purpose of interview and discussion relating to such documents. This right of access will last only as long as the records are retained.

CERTIFICATION OF APPLICABILITY TO SUBCONTRACTORS

Offeror agrees that all contracts it awards pursuant to the Contract shall be bound by the foregoing terms and conditions.

CLEAN AIR AND WATER ACT AND DEBARMENT NOTICE

By the signature below (Under Federal Required Signatures), I, the Vendor, am in compliance with all applicable standards, orders or regulations issued pursuant to the Clean Air Act of 1970, as Amended (42 U.S. C. 1857 (h), Section 508 of the Clean Water Act, as amended (33 U.S.C. 1368), Executive Order 117389 and Environmental Protection Agency Regulation, 40 CFR Part 15 as required under OMB Circular A-102, Attachment O, Paragraph 14 (1) regarding reporting violations to the grantor agency and to the United States Environment Protection Agency Assistant Administrator for the Enforcement.
I hereby further certify that my company has not been debarred, suspended or otherwise ineligible for participation in Federal Assistance programs under Executive Order 12549, "Debarment and Suspension", as described in the Federal Register and Rules and Regulations.

CONTRACTOR REQUIRMENTS

Contractor Certification
Contractor's Employment Eligibility
By entering the contract, Contractor warrants compliance with the Federal Immigration and Nationality Act (FINA), and all other federal and state immigration laws and regulations. The Contractor further warrants that it is in compliance with the various state statues of the states it is will operate this contract in.

Participating Government Entities including School Districts may request verification of compliance from any Contractor or subcontractor performing work under this Contract. These Entities reserve the right to confirm compliance in accordance with applicable laws.

Should the Participating Entities suspect or find that the Contractor or any of its subcontractors are not in compliance, they may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of the Contract for default, and suspension and/or debarment of the Contractor. All costs necessary to verify compliance are the responsibility of the Contractor.

The offeror complies and maintains compliance with the appropriate statutes which requires compliance with federal immigration laws by State employers, State contractors and State subcontractors in accordance with the E-Verify Employee Eligibility Verification Program.

Contractor shall comply with governing board policy of the NCPA Participating entities in which work is being performed.

Fingerprint & Background Checks
If required to provide services on school district property at least five (5) times during a month, contractor shall submit a full set of fingerprints to the school district if requested of each person or employee who may provide such service. Alternately, the school district may fingerprint those persons or employees. An exception to this requirement may be made as authorized in Governing Board policy. The district shall conduct a fingerprint check in accordance with the appropriate state and federal laws of all contractors, subcontractors or vendors and their employees for which fingerprints are submitted to the district. Contractor, subcontractors, vendors and their employees shall not provide services on school district properties until authorized by the District.

The offeror shall comply with fingerprinting requirements in accordance with appropriate statutes in the state in which the work is being performed unless otherwise exempted.

Contractor shall comply with governing board policy in the school district or Participating Entity in which work is being performed.

Business Operations in Sudan, Iran
In accordance with A.R.S. 35-391 and A.R.S. 35-393, the Contractor hereby certifies that the contractor does not have scrutinized business operations in Sudan and/or Iran.

REQUIRED CLAUSES FOR FEDERAL ASSISTANCE
PROVIDED BY FTA

ACCESS TO RECORDS AND REPORTS

Contractor agrees to:

a) <u>Maintain</u> all non-financial books, records, accounts and reports required under this Contract for a period of not less than two (2) years after the date of termination or expiration of this Contract or any extensions thereof except in the event of litigation or settlement of claims arising from the performance of this Contract, in which case Contractor agrees to maintain same until the FTA Administrator, the U.S. DOT Office of the Inspector General, the Comptroller General, or any of their duly authorized representatives, have disposed of all such litigation, appeals, claims or exceptions related thereto.

b) <u>Permit</u> any of the foregoing parties to inspect all non-financial work, materials, and other data and records that pertain to the Project, and to audit the non-financial books, records, and accounts that pertain to the Project and to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed for the purpose of audit and examination. The right of access detailed in this section continues only as long as the records are retained.

FTA does not require the inclusion of these requirements of Article 1.01 in subcontracts.

CIVIL RIGHTS / TITLE VI REQUIREMENTS

1) <u>Non-discrimination</u>. In accordance with Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C. § 2000d, Section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, Section 202 of the Americans with Disabilities Act of 1990, as amended, 42 U.S.C. § 12132, and Federal Transit Law at 49 U.S.C. § 5332, Contractor or subcontractor agrees that it will not discriminate against any employee or applicant for employment because of race, color, creed, national origin, sex, marital status age, or disability. In addition, Contractor agrees to comply with applicable Federal implementing regulations and other applicable implementing requirements FTA may issue that are flowed to Contractor from Awarding Participating Agency.

2) <u>Equal Employment Opportunity</u>. The following Equal Employment Opportunity requirements apply to this Contract:

a. <u>Race, Color, Creed, National Origin, Sex</u>. In accordance with Title VII of the Civil Rights Act, as amended, 42 U.S.C. § 2000e, and Federal Transit Law at 49 U.S.C. § 5332, the Contractor agrees to comply with all applicable Equal Employment Opportunity requirements of U.S. Dept. of Labor regulations, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor, 41 CFR, Parts 60 <u>et seq.</u>, and with any applicable Federal statutes, executive orders, regulations, and Federal policies that may affect construction activities undertaken in the course of this Project. Contractor agrees

to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, marital status, or age. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation; and selection for training, including apprenticeship. In addition, Contractor agrees to comply with any implementing requirements FTA may issue that are flowed to Contractor from Awarding Participating Agency.

b. Age. In accordance with the Age Discrimination in Employment Act (ADEA) of 1967, as amended, 29 U.S.C. Sections 621 through 634, and Equal Employment Opportunity Commission (EEOC) implementing regulations, "Age Discrimination in Employment Act", 29 CFR Part 1625, prohibit employment discrimination by Contractor against individuals on the basis of age, including present and prospective employees. In addition, Contractor agrees to comply with any implementing requirements FTA may issue that are flowed to Contractor from Awarding Participating Agency.

c. Disabilities. In accordance with Section 102 of the Americans with Disabilities Act of 1990, as amended (ADA), 42 U.S.C. Sections 12101 *et seq.*, prohibits discrimination against qualified individuals with disabilities in programs, activities, and services, and imposes specific requirements on public and private entities. Contractor agrees that it will comply with the requirements of the Equal Employment Opportunity Commission (EEOC), "Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act," 29 CFR, Part 1630, pertaining to employment of persons with disabilities and with their responsibilities under Titles I through V of the ADA in employment, public services, public accommodations, telecommunications, and other provisions.

d. Segregated Facilities. Contractor certifies that their company does not and will not maintain or provide for their employees any segregated facilities at any of their establishments, and that they do not and will not permit their employees to perform their services at any location under the Contractor's control where segregated facilities are maintained. As used in this certification the term "segregated facilities" means any waiting rooms, work areas, restrooms and washrooms, restaurants and other eating areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing facilities provided for employees which are segregated by explicit directive or are in fact segregated on the basis of race, color, religion or national origin because of habit, local custom, or otherwise. Contractor agrees that a breach of this certification will be a violation of this Civil Rights clause.

3) Solicitations for Subcontracts, Including Procurements of Materials and Equipment. In all solicitations, either by competitive bidding or negotiation, made by Contractor for work to be performed under a subcontract, including procurements of materials or leases of equipment, each potential subcontractor or supplier shall be notified by Contractor of Contractor's obligations under this Contract and the regulations relative to non-discrimination on the grounds of race, color, creed, sex, disability, age or national origin.

4) <u>Sanctions of Non-Compliance</u>. In the event of Contractor's non-compliance with the non-discrimination provisions of this Contract, Public Agency shall impose such Contract sanctions as it or the FTA may determine to be appropriate, including, but not limited to: 1) Withholding of payments to Contractor under the Contract until Contractor complies, and/or; 2) Cancellation, termination or suspension of the Contract, in whole or in part.

Contractor agrees to include the requirements of this clause in each subcontract financed in whole or in part with Federal assistance provided by FTA, modified only if necessary to identify the affected parties.

DISADVANTAGED BUSINESS PARTICIPATION

This Contract is subject to the requirements of Title 49, Code of Federal Regulations, Part 26, *"Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs"*, therefore, it is the policy of the Department of Transportation (DOT) to ensure that Disadvantaged Business Enterprises (DBEs), as defined in 49 CFR Part 26, have an equal opportunity to receive and participate in the performance of DOT-assisted contracts.

1) <u>Non-Discrimination Assurances</u>. Contractor or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this Contract. Contractor shall carry out all applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by Contractor to carry out these requirements is a material breach of this Contract, which may result in the termination of this Contract or other such remedy as public agency deems appropriate. Each subcontract Contractor signs with a subcontractor must include the assurance in this paragraph. (See 49 CFR 26.13(b)).

2) <u>Prompt Payment</u>. Contractor is required to pay each subcontractor performing Work under this prime Contract for satisfactory performance of that work no later than thirty (30) days after Contractor's receipt of payment for that Work from public agency. In addition, Contractor is required to return any retainage payments to those subcontractors within thirty (30) days after the subcontractor's work related to this Contract is satisfactorily completed and any liens have been secured. Any delay or postponement of payment from the above time frames may occur only for good cause following written approval of public agency. This clause applies to both DBE and non-DBE subcontractors. Contractor must promptly notify public agency whenever a DBE subcontractor performing Work related to this Contract is terminated or fails to complete its Work, and must make good faith efforts to engage another DBE subcontractor to perform at least the same amount of work. Contractor may not terminate any DBE subcontractor and perform that Work through its own forces, or those of an affiliate, without prior written consent of public agency.

3) <u>DBE Program</u>. In connection with the performance of this Contract, Contractor will cooperate with public agency in meeting its commitments and goals to ensure that DBEs shall have the maximum practicable opportunity to compete for subcontract work, regardless of whether a contract goal is set for this Contract. Contractor agrees to use good faith efforts to carry out a policy in the award of its subcontracts, agent agreements, and procurement contracts which will, to the fullest extent, utilize DBEs consistent with the efficient performance of the Contract.

ENERGY CONSERVATION REQUIREMENTS

Contractor agrees to comply with mandatory standards and policies relating to energy efficiency which are contained in the State energy conservation plans issued under the Energy Policy and Conservation Act, as amended, 42 U.S.C. Sections 6321 *et seq.* and 41 CFR Part 301-10.

FEDERAL CHANGES

Contractor shall at all times comply with all applicable FTA regulations, policies, procedures and directives, listed directly or by reference in the Contract between Public Agency and the FTA, and those applicable regulatory and procedural updates that are communicated to Contractor by Public Agency, as they may be amended or promulgated from time to time during the term of this contract. Contractor's failure to so comply shall constitute a material breach of this Contract.

INCORPORATION OF FEDERAL TRANSIT ADMINISTRATION (FTA) TERMS

The provisions include, in part, certain Standard Terms and Conditions required by the U.S. Department of Transportation (DOT), whether or not expressly set forth in the preceding Contract provisions. All contractual provisions required by the DOT and applicable to the scope of a particular Contract awarded to Contractor by a Public Agency as a result of solicitation, as set forth in the most current FTA Circular 4220.1F, published February 8th, 2016, are hereby incorporated by reference. Anything to the contrary herein notwithstanding, all FTA mandated terms shall be deemed to control in the event of a conflict with other provisions contained in this Contract. Contractor agrees not to knowingly perform any act, knowingly fail to perform any act, or refuse to comply with any reasonable public agency requests that would directly cause public agency to be in violation of the FTA terms and conditions.

NO FEDERAL GOVERNMENT OBLIGATIONS TO THIRD PARTIES

Agency and Contractor acknowledge and agree that, absent the Federal Government's express written consent and notwithstanding any concurrence by the Federal Government in or approval of the solicitation or award of the underlying Contract, the Federal Government is not a party to this Contract and shall not be subject to any obligations or liabilities to agency, Contractor, or any other party (whether or not a party to that contract) pertaining to any matter resulting from the underlying Contract.
Contractor agrees to include the above clause in each subcontract financed in whole or in part with federal assistance provided by the FTA. It is further agreed that the clause shall not be modified, except to identify the subcontractor who will be subject to its provisions.

PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS

Contractor acknowledges that the provisions of the Program Fraud Civil Remedies Act of 1986, as amended, 31 U.S.C. §§ 3801 et seq. and U.S. DOT regulations, "Program Fraud Civil Remedies," 49 CFR Part 31, apply to its actions pertaining to this Contract. Upon execution of the underlying Contract, Contractor certifies or affirms, to the best of its knowledge, the truthfulness and accuracy of any statement it has made, it makes, it may make, or causes to me

made, pertaining to the underlying Contract or the FTA assisted project for which this Contract Work is being performed.

In addition to other penalties that may be applicable, Contractor further acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification, the Federal Government reserves the right to impose the penalties of the Program Fraud Civil Remedies Act of 1986 on Contractor to the extent the Federal Government deems appropriate.

Contractor also acknowledges that if it makes, or causes to me made, a false, fictitious, or fraudulent claim, statement, submission, or certification to the Federal Government under a contract connected with a project that is financed in whole or in part with Federal assistance originally awarded by FTA under the authority of 49 U.S.C. § 5307, the Government reserves the right to impose the penalties of 18 U.S.C. § 1001 and 49 U.S.C. § 5307 (n)(1) on the Contractor, to the extent the Federal Government deems appropriate.

Contractor agrees to include the above clauses in each subcontract financed in whole or in part with Federal assistance provided by FTA. It is further agreed that the clauses shall not be modified, except to identify the subcontractor who will be subject to the provisions.

FEDERAL REQUIRED SIGNATURES

Offeror certifies compliance with all provisions, laws, acts, regulations, etc. as specifically noted in the pages above. It is further acknowledged that offeror agrees to comply with all federal, state, and local laws, rules, regulations and ordinances as applicable.

Offeror   The North Highland Company LLC

Address   3333 Piedmont Rd., Suite 1000

City/State/Zip   Atlanta, GA 30305

Authorized Signature

Date   11/17/2022

ANTITRUST CERTIFICATION STATEMENTS
TEXAS GOVERNMENT CODE § 2155.005

I affirm under penalty of perjury of the laws of the State of Texas that:

(1) I am duly authorized to execute this contract on my own behalf or on behalf of the company, corporation, firm, partnership or individual (Company) listed below;

(2) In connection with this bid, neither I nor any representative of the Company has violated any provision of the Texas Free Enterprise and Antitrust Act, Tex. Bus. & Comm. Code Chapter 15;

(3) In connection with this bid, neither I nor any representative of the Company has violated any federal antitrust law; and

(4) Neither I nor any representative of the Company has directly or indirectly communicated any of the contents of this bid to a competitor of the Company or any other company, corporation, firm, partnership or individual engaged in the same line of business as the Company.

Company Name	The North Highland Company LLC
Address	3333 Piedmont Rd., Suite 1000
City/State/Zip	Atlanta, GA 30305
Telephone Number	(850) 222-4733
Fax Number	(850) 222-4738
Email Address	wayne.messina@northhighland.com
Printed Name	Wayne Messina
Title	Vice President
Authorized Signature	

STATE NOTICE ADDENDUM

The National Cooperative Purchasing Alliance (NCPA), on behalf of NCPA and its current and potential participants to include all county, city, special district, local government, school district, private K-12 school, higher education institution, state, tribal government, other government agency, healthcare organization, nonprofit organization and all other Public Agencies located nationally in all fifty states, issues this Request for Proposal (RFP) to result in a national contract.

For your reference, the links below include some, but not all, of the entities included in this proposal:

http://www.usa.gov/Agencies/State_and_Territories.shtml

https://www.usa.gov/local-governments

NCPA

National Cooperative Purchasing Alliance

STRATEGIC MANAGEMENT CONSULTING SERVICES

RFP: 44-22

NATIONAL COOPERATIVE PURCHASING ALLIANCE (NCPA)

SUBMITTED BY

NORTH HIGHLAND®

3333 Piedmont Road, NE
Suite 1000
Atlanta, GA 30305

www.northhighland.com