

# State of West Virginia Administration of Federally Funded Disaster Grant Programs Technical Proposal (CRFQ HSE1600000006)

ORIGINAL



October 20, 2016

**Provided to:**

State of West Virginia  
Ms. Crystal Rink  
Department of Administration,  
Purchasing Division  
2019 Washington Street East  
Charleston, WV 25303-0130

**Provided by:**

PricewaterhouseCoopers LLP  
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Taxpayer ID No. (TIN): 13-4008324

Notwithstanding any statements to the contrary in the Request for Quotation for Grant Monitoring and Audit Services (the "RFQ") issued by the State of West Virginia (the "State"), submission of this proposal is not an indication of PricewaterhouseCoopers LLP's (PwC) willingness to be bound by all of the terms presented in the RFQ. This proposal in response to the State's RFQ does not constitute a contract to perform services and cannot be used to create a unilateral agreement. Final acceptance of this engagement by PwC is contingent upon successful completion of PwC's acceptance procedures. Any engagement arising out of this proposal will be subject to negotiation of a mutually satisfactory engagement contract including modifications to certain RFQ terms and conditions and including our standard terms and conditions and fees and billing rates established therein. PwC also reserves the right to review any representations and certifications provided to the State and withhold or opt-in such information as appropriate after award. Given our past history of successfully negotiating mutually agreeable terms with other similarly situated public sector customers, we do not anticipate any difficulty in reaching a contractual agreement with the State that will enable us to provide the professional services which you are requesting while protecting the interests of both parties.



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State of West Virginia  
 Request for Quotation  
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 Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
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 US

**VENDOR**

Vendor Name, Address and Telephone Number:  
 PricewaterhouseCoopers LLP  
 300 Madison Avenue, New York, NY 10017  
 (646) 471-4449

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Signature X *Traci Sheehan* FEIN # 13-4008324 DATE 10/20/2016

All offers subject to all terms and conditions contained in this solicitation, as modified by bidder's proposal



State of West Virginia  
Ms. Crystal Rink  
Department of Administration, Purchasing Division  
2019 Washington Street East  
Charleston, WV 25305-0130

October 20, 2016

Dear Ms. Rink,

PricewaterhouseCoopers (PwC) is pleased to present our response to the State of West Virginia's ("State") request for qualifications for the administration of federally funded disaster grant programs (CRFQ HSE1600000006). We are confident that our deep knowledge of disaster grant programs, our extensive experience in working with other disaster recovery Grantees and sub-recipients around the country, and our broad expertise in grant administration, accounting, engineering and construction, make us the ideal partner to support you in achieving your goals for the recovery efforts in West Virginia.

West Virginia experienced unprecedented flooding on June 23-24, more than 10 inches of rain fell in portions of the State within a period of 12 hours causing a 1,000-year event and resulting in 23 lives being lost, over 1,200 homes damaged, over 500,000 people without power, and estimated damages of over \$200 million. The people and the State have done a remarkable job in response and emergency restoration activities, aided by a host of volunteers, community and citizen engagement, federal, state, county and city assistance and the leadership of an able State administration.

However, we know that, long-term disaster recovery is not a sprint, but a marathon. Although the State has made significant progress to date, there is still significant work to be done to address recovery and mitigation efforts in the many counties across the State. To this end, we understand that in this solicitation the State is looking for a seasoned partner who can understand the immense pressure the State and the local communities are under in responding to this disaster, the challenges you are facing, as well as your comprehensive vision and strategy for the State to meet the needs of its residents. A partner who can bring the depth of disaster recovery and grant management experience to assist in strategy, planning and administration, program controls, compliance, and closeout to see your programs from conception through execution. A partner who understands West Virginia, and who is committed to this recovery partnership.

We strive to be that partner. We believe that we are the right partner for the State because we bring:

**A team with extensive national and global disaster recovery expertise:** We have deep knowledge of disaster recovery operations through our experience with communities devastated by Superstorm Sandy, Katrina, Rita, Wilma, Ike and Gustav; the 2008 Iowa Floods; the Indian Ocean Tsunami, Haiti earthquake; and the 9/11 Victims Compensation Fund (VCF), among others. For over 10 years, we have provided the Federal Emergency Management Agency (FEMA) and Department of Housing and Urban Development (HUD) Headquarters with services in the form of program management, financial analysis, internal controls, and strategic planning. We have worked side-by-side with federal, state, and local elected officials and staff at recovery offices and 'on the ground' around the nation administering the CDBG-DR, Public Assistance (PA), Individual Assistance (IA), Hazard Mitigation (HM), and several other federal grant Programs to support communities recovering and rebuilding from disasters.

**A lean organizational structure with simplified, ready to use tools to serve you seamlessly:** In an effort to provide you with the requisite expertise while being mindful of costs, we have designed a lean team structure that includes subject matter specialists combined with local resources to effectively execute your program tasks. We will bring tried, tested, and ready to use tools, templates, and methodologies for critical program management and compliance tasks including cost control, schedule control, compliance monitoring, enhanced

reporting, and closeout. These tools will enable us to hit the ground running and start supporting the programs from day one.

**We have experience in managing large scale public projects:** PwC understands the main challenge of disaster recovery efforts; the need to solve the immediate needs of those affected by the disaster while at the same time developing long term strategies to become more resilient in the event of future disasters. This requires a study in crisis management and effective program management. Through our Superstorm Sandy recovery efforts in infrastructure, compliance & monitoring, and housing programs, we lived through this dilemma every day. The solution is full transparency, community involvement, accountability and precise execution. Only by combining the immediate needs of the impacted communities and surrounding areas to longer term resilient and sustainable solutions, can you execute impactful programs. We understand this requires tools, repeatable and tested practices, and monitoring and reporting systems that provide transparency, accountability and precision execution of your projects and funds expenditures. We also appreciate the 'human element' of disaster recovery and the importance of effective communications with all recovery stakeholders, to bring a coordinated process together to ultimately successfully address the needs of those impacted by this event.

**We are committed and understand:** While touring the disaster-impacted counties and visiting with local and county officials about the effects of the flooding event, we also clearly heard about the pre-existing conditions that will influence the recovery effort – including the challenging economic conditions as a result of the declining coal industry. We are committed to add to this strength and support the State as it works with local and county leaders to assist them in their efforts to recover from this disaster by in maximizing benefits from the grant programs while minimizing financial and reputational risks.

We are excited about the opportunity to work with you and the members of your team. If you have any questions regarding this proposal, please contact me at (202) 730-4242.

Sincerely,



**PricewaterhouseCoopers, LLP**

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# I. Our understanding

Starting on June 23, 2016, heavy rains deluged on the State leaving in its wake unimaginable devastation and the loss of 23 innocent lives. Structures that traditionally represent the stability of everyday life - homes, schools, shops, and restaurants— were suddenly decimated. For those of us who did not experience this devastation first hand, it is almost impossible to comprehend what it means for individuals and a community to experience a catastrophe of that magnitude.

While we could never claim to know how it felt to survive the floods, we know very well what it takes to rebuild after such a disaster. We know that the cumulative experience of each individual loss ripples through the broader community – impacting not only each resident, but also the economic viability of the State and your residents’ way of life. Having worked on recovery efforts across the United States and around the globe, we understand that rebuilding after such a catastrophe is no easy feat. We applaud the State for the incredible job it has done at in responding to the disaster and restoring critical infrastructure. We have witnessed firsthand the impacts of these efforts, and are seeing communities being shaped by optimism, perseverance and resilience.

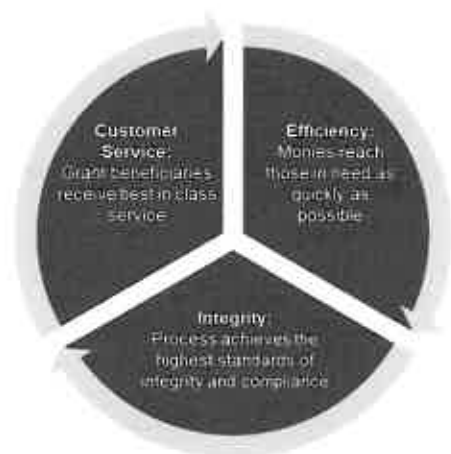
As the State begins the rebuilding process, it is also very apparent that the road to full recovery is long; there is still a great deal of work to be done.

While federal grant funds have provided a lifeline to a State intent on retaining its population and providing for its citizens and businesses, these funds have also brought compliance challenges and will tax the State staff tasked with grant administration. The State needs strong program administration and compliance resources and a breadth of disaster recovery expertise to manage a program of this magnitude and urgency, and the talented State team is likely to be stretched for resources and will need support. Meanwhile, as time goes on, public impatience and the scrutiny of expenditures will only continue to escalate. PwC understands the dilemma that the State is facing – dealing with the competing pressures of quickly distributing funds and completing projects, while at the same time ensuring compliance to complex regulations, and continuously serving its customers – the citizens of West Virginia. It is no easy task.

*PwC understands this and we are here to help.*

The State needs a partner who will see this recovery to completion; a partner who will help to enable that the State’s current and future federal funds are fully, efficiently, and successfully implemented across the State over the next few years and beyond. We can never undo the pain for those who lost loved ones and experienced the unimaginable, but together we can honor them in small part by building back a stronger and more resilient State. We can support the State as it ensures that its residents are cared for, and we can work to help prevent this level of loss and destruction from occurring if disaster ever strikes again. And also importantly, help address some of the pre-existing issues that have only compounded the challenges facing the State and its citizens.

We understand that the State is looking for a partner who has experience navigating the complexities and nuances of federal grant funding and who has expertise in managing and administering disaster recovery efforts. While compliance is of the utmost importance, we also understand that a significant portion of the State’s recovery program relies on training and assisting communities plan the infrastructure for recovery; with our unique team of accountants, public works and utility construction professionals, architects, and Professional Engineers, we are prepared to support the State in its efforts. Most importantly, we realize that the State is looking for a partner who



**PwC's Guiding Principles for Disaster Recovery Management**

is invested in the future of West Virginia and who will work to become trusted members of the State team, collaborating with the County leadership, City Councils, non-profit and faith community partners, and sub-recipients.

Our team has been helping states and communities around the world to recover from disasters. In both large, global cities and small rural towns, PwC has been able to effectively complement the dedication of local leaders with our unparalleled capabilities to manage high-profile disaster recovery programs. Through Hurricane Katrina, 9/11, and Superstorm Sandy, PwC has helped clients like the states of Louisiana, New Jersey, and New York as they recovered from unprecedented disasters and helped to restore faith in government's ability to respond to the greatest of challenges with efficiency and integrity. Our approach in disaster recovery programs is to not overcomplicate things with overdesigned processes and tools – and instead, focus on execution to quickly disburse recovery funds in a compliant manner. As pressing as the need to quickly complete programs is, it is equally important that the State not lose the faith of the public by allowing those who would seek to improperly profit from the substantial recovery effort to take advantage of porous processes. Customer Service, Efficiency and Integrity must be the guiding principles as we manage the suite of disaster recovery programs to their successful completion.

In addition, PwC does not shy away from high profile initiatives. PwC is known in the industry for our ability to manage large, high-profile projects very effectively. We worked closely with the State of New York to set up and manage their New York Rising Sandy recovery efforts. During the financial crisis we worked with the federal government to stand up the Troubled Asset Relief Program (TARP), as well as to manage the launch of the Consumer Financial Protection Bureau (CFPB). We understand the political and public pressures our clients face, and we know how to manage and effectively implement strategies for these high-risk projects.

***PwC is ready to stand with the State of West Virginia.***

In the following sections, you will find our in-depth disaster recovery expertise and our approach to administering a program of this scale and significance. We are committed to bringing our wealth of disaster recovery experience, tested frameworks, and impeccable reputation to the State. We are eager to get started and work together as a seamless team to rebuild a West Virginia that is stronger and more resilient than ever before.

***PwC is a global leader in disaster recovery management:***

*Example Engagements:*

**New York State, New Jersey State, New York City:** Superstorm Sandy Response

**State of Louisiana:** Katrina Strategic Planning

**State of Iowa:** 2008 Flood Response

**State of Indiana:** 2008 Flood Response

**Government of Haiti:** Earthquake Crisis Response

**India:** National Disaster Communication Network

**United Nations:** Indian Ocean Tsunami

**Japan:** Post 2011 Tsunami Response

## II. About PwC



PricewaterhouseCoopers LLP (“PwC”) is one of the largest professional services firms in the world. Our guiding principle is ‘to build trust in society and solve important problems,’ and we take that to heart, each and every day, working side-by-side with our clients, particularly in the areas of grants management, infrastructure project management oversight, FEMA, HUD and other programs with experience gleaned by our team members from the floods of Louisiana, Texas, Colorado and New York, to tornados in Kansas and Missouri. Bringing on board recovery and resilience specialists with specific experience in the areas of project management, engineering, design and construction management, accounting, risk management, human capital training, and technology, you can take comfort in knowing you will be supported by professionals that are as committed as they are competent to help you achieve your goals.

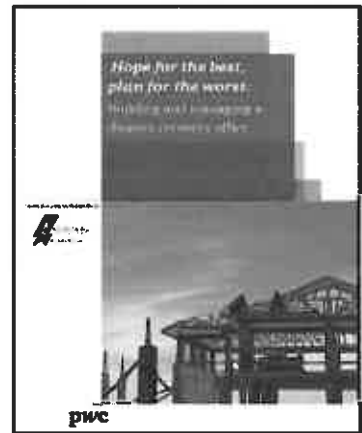


PwC Recognition

The services outlined in this proposal will be provided by PwC’s Center for State and Local Government and Capital Projects & Infrastructure (CP&I) Practices, which are part of our advisory practice. The Center for State and Local Government works to help organizations connect citizens with government, deliver world class services and promote long term fiscal and environmental sustainability.

PwC white paper on establishing and managing a disaster recovery office

The CP&I team brings our **Infrastructure Resilience and Recovery (IRR)** services, focused on supporting public sector entities involved in the delivery of large and complex disaster recovery and resilience programs, working side by side with state, local and federal entities, with a focus on long-term recovery and capital project and infrastructure rebuilding strategies. Leveraging technology, analytics and innovative approaches, the team has provided differentiated program management service to aid execution of infrastructure projects through the lifecycle – from grant application through closeout – including capital project assessments, eligibility determinations, cost reasonableness assessments, and cost and schedule management.



### Our values

As a firm, we are deeply committed to supporting the communities in which we work and live through charitable giving and community service. We are proud that our firm is deeply committed to diversity, for which we have won a number of awards and achievements over the past several years. PwC continuously works to demonstrate its





commitment to a diverse and inclusive workplace—for the benefit of its employees, its clients and the communities it works in—through a wide range of internal organizational and programmatic efforts.

## Our Teaming Partners



Arnett Carbis Toothman LLP (ACT) is a highly recognized regional accounting firm that has achieved this status through a commitment to providing professional services of the highest quality to their clients. ACT provides clients with a unique mix of services including audits, industry specific consulting, regulatory assistance, IT consulting, and tax compliance and research services. ACT has extensive experience working with a wide range of clients in West Virginia.

ACT is a regional firm with offices in Charleston, Bridgeport, Morgantown, and Buckhannon, West Virginia; New Castle, Pittsburgh, and Meadville, Pennsylvania; and Columbus, Ohio.



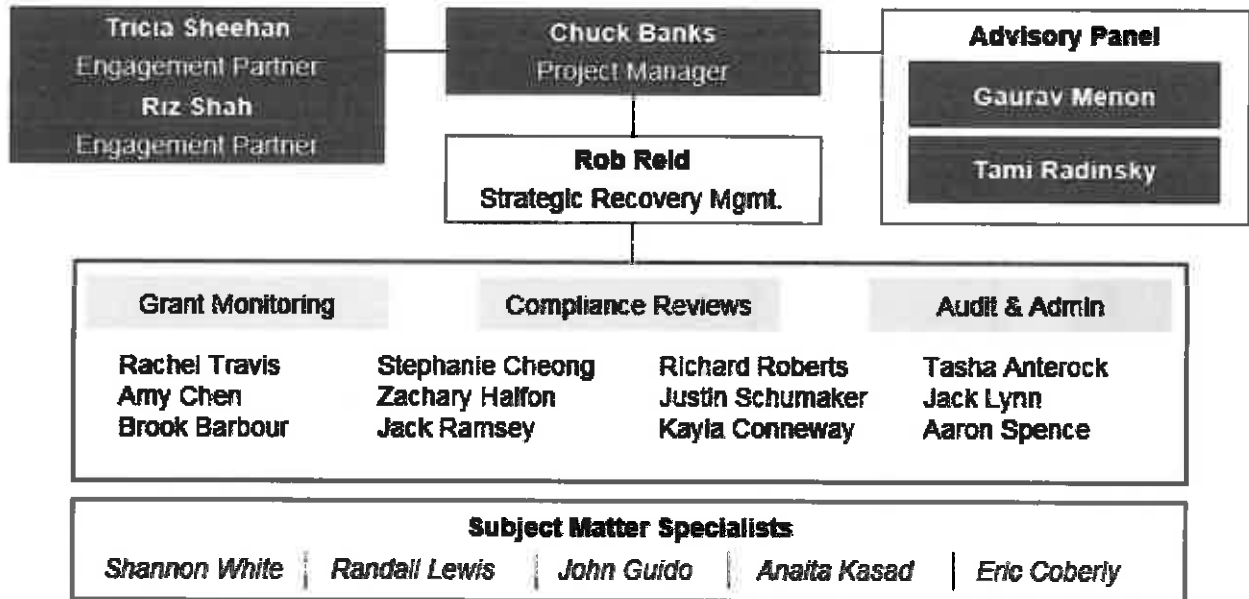
E.L. Robinson (ELR) is a multi-disciplined engineering and planning firm with a staff of over 135 full-time professionals and support personnel located in nine offices throughout West Virginia (Charleston, Beckley, Bridgeport, and Chapmanville), Kentucky (Ashland), and Ohio (Columbus, Cleveland, Little Hocking and Ironton).







Over the last 38 years, E.L. Robinson has grown to be one of the most respected firms in the region, offering a diverse scope of services. E.L. Robinson provides a full range of quality engineering services, from planning and analysis to design and implementation.






The use of technology has allowed the firm to expand engineering capabilities and make use of new resources such as satellite imagery and digital mapping. In addition to the use of technology, ELR also continues to strive to invent new and more effective ways to serve its clients.

## Our team

PwC has assembled a specialized team of professionals committed to serving the State in this important engagement. Below, we have provided roles, responsibilities, and key experience for each of our key personnel. We have provided full resumes in Appendix A.



Engagement Leadership			
Name	Role	Responsibilities	Key Experience
Tricia Sheehan, CPA 	Partner	<ul style="list-style-type: none"> <li>Engagement leadership</li> <li>Quality and risk management</li> </ul>	Partner in the Risk Assurance practice focused on providing internal controls and internal audit services. She has significant experience providing internal audit, controls and compliance services to complex organizations. Assisted organizations in the design of start-up internal audit functions as well as working with organizations to transform existing internal audit functions into value-added, risk-based, and strategically aligned functions.
Riz Shah 	Engagement Partner	<ul style="list-style-type: none"> <li>Advisor infrastructure delivery</li> <li>Project oversight</li> </ul>	Leads the firm's CP&I business in the state and local markets. Riz has advised clients on improving infrastructure delivery on some of the largest and construction programs around the world.
Chuck Banks 	Project Manager	<ul style="list-style-type: none"> <li>Project management, community outreach &amp; stakeholder engagement, communications planning, economic redevelopment support</li> </ul>	Over 25 years of experience working with public and private sector leaders through sustainable long-term recovery. Extensive post-disaster recovery experience leveraging multi-sector funding, strategies, and delivering community capacity-building training for economically distressed areas. Experience in Louisiana, Mississippi, Missouri, New York, Oklahoma, Iowa, Kansas, and West Virginia.
Gaurav Menon 	Strategic Advisor	<ul style="list-style-type: none"> <li>Advisor on infrastructure resilience and reconstruction</li> <li>Project oversight</li> </ul>	Leads major disaster recovery and resilience efforts with past efforts including Missouri, New York, Louisiana, Texas, and Colorado. Expertise in CDBG-DR, FEMA PA, managing and overseeing capital construction and infrastructure programs.
Tami Rasinsky, CPA 	Strategic Advisor	<ul style="list-style-type: none"> <li>Advisor on accounting and grant administration</li> <li>Project oversight</li> </ul>	Tami is a PwC Director with over 15 years of external audit, internal audit, and consulting experience in the healthcare, higher education, and not-for-profit industries.
Robert Reid 	Strategic Recovery Management Lead	<ul style="list-style-type: none"> <li>Day-to-day project management</li> <li>Budget and schedule management</li> </ul>	Led CDBG-DR and FEMA PA recovery efforts across the US, including Missouri, Texas, Colorado, and Louisiana, through infrastructure and construction project management and oversight. Worked side by side with FEMA and HUD personnel, as well as various grantees in administering and managing recovery funds.

Subject Matter Specialists			
<p><b>Shannon White</b></p> 	<p><b>Subject Matter Specialist</b></p>	<ul style="list-style-type: none"> <li>• Strategic advice and guidance on FEMA Public Assistance, grants management</li> </ul>	<p>19 years of experience, including providing mission and non-mission support to federal clients. Ms. White has cross-functional experience including project leadership, strategic planning, grants management, finance and policy analysis, project management, and internal controls. She brings extensive experience supporting FEMA at headquarters and in the field in response to live disasters over the past 13 years.</p>
<p><b>Randall Lewis</b></p> 	<p><b>Subject Matter Specialist</b></p>	<ul style="list-style-type: none"> <li>• Strategic advice and guidance on West Virginia infrastructure and economic development</li> </ul>	<p>Mr. Lewis has devoted his career to serving the citizens of West Virginia in the development of infrastructure and promotion of economic development. He has immeasurable knowledge of state and federal funding programs and interacts with funding agencies, water and wastewater system personnel, and elected officials on a regular basis.</p>
<p><b>John Guido, CPA, CGMA</b></p> 	<p><b>Subject Matter Specialist</b></p>	<ul style="list-style-type: none"> <li>• Strategic advice and guidance on accounting, audit, grants management</li> </ul>	<p>Over 34 years of domestic and international audit and accounting experience in various industry sectors including privately owned and publicly held business entities in construction, manufacturing, and wholesale distribution; employee benefit plans; financial institutions; as well as health care and other non-profit organizations. Mr. Guido also has over thirty years of compliance audit experience with governmental and non-profit organizations.</p>
<p><b>Anaita Kasad</b></p> 	<p><b>Subject Matter Specialist</b></p>	<ul style="list-style-type: none"> <li>• Strategic advice and guidance on grants management, analytics, FEMA Public Assistance</li> </ul>	<p>16 years of experience and specializes in project management, organizational design, business process reengineering, and data analytics. Anaita's experience spans the public sector, financial services, insurance and healthcare industries, in the United States and in Asia.</p>
<p><b>Eric Coberly, P.E.</b></p> 	<p><b>Subject Matter Specialist</b></p>	<ul style="list-style-type: none"> <li>• Strategic advice and guidance on grants management, analytics, FEMA Public Assistance</li> </ul>	<p>More than 33 years of experience as an engineer. Extensive experience in project planning, specifically in mining, site development, structural damage assessment, water and wastewater projects.</p>

### III. Our experience

The PwC team brings significant experience in working with the Federal government, states and local governments (as well as foreign governments) in the areas of disaster recovery grants management, project management, stakeholder engagement and compliance and monitoring. Key clients we have served are included in the table below. In addition, we have provided detailed project qualifications below the table and client references after our Approach section.

Entity	Brief Description of Services	Disaster Recovery Program Management	FEMA or CDBG Admin.	Compliance Monitoring	Infra. Project or Recovery Management	Grant Monitoring	Stakeholder Engagement
State of New York	CDBG-DR & HMGP Integrity Monitoring and Program Support	✓	✓	✓	✓	✓	✓
State of New York	SSBG Integrity Monitoring and Program Support	✓		✓	✓	✓	✓
City of New York	CDBG-DR & FEMA internal audit program		✓	✓	✓	✓	✓
State of New Jersey	CDBG-DR Small Bus. Recovery Support	✓	✓	✓	✓	✓	✓
State of New York	CDBG-DR Housing & Construction Program Assessment	✓	✓	✓	✓	✓	✓
State of New Jersey	SSBG Grant Support	✓		✓	✓	✓	✓
FEMA	IPIA Monitoring and Assessment	✓	✓	✓		✓	✓
FEMA Katrina Control Board	FEMA Katrina Control Board Support	✓	✓	✓		✓	✓
September 11 <sup>th</sup> Victim Compensation Fund	Disaster claimant outreach and communications support	✓		✓		✓	✓
BP Oil Spill	Deepwater Horizon Claim Center Support	✓		✓	✓	✓	✓
General Services Administration	Public Building Service (PBS) Recovery Act			✓	✓	✓	✓
Country of Haiti	Earthquake Crisis Response	✓		✓	✓	✓	✓
Country of Japan	Tsunami Response & Program Management	✓		✓	✓		✓

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**State of New York – Governor’s Office of Storm Recovery – Superstorm Sandy Integrity Monitoring and Program Support Services**

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Following Superstorm Sandy, New York State engaged PwC on several fronts as it planned and managed its disaster response. Initially, the State engaged PwC to verify its estimates of storm damage for inclusion in its request for Federal Supplemental Funding. PwC reviewed estimates of damages covering housing, transportation, healthcare, the environment and other areas and helped the State refine and harden these numbers. Additionally, PwC helped to facilitate conversations with HUD and other agencies in which damage estimates were reviewed. Following the successful submission of the Federal Supplemental Funding request, PwC was engaged by the State to provide program management and integrity monitoring over all of the State’s disaster response, specifically including the CDBG-DR Housing Recovery, SSBG Social Services recovery, HMGP Hazard Mitigation efforts, Transportation, and Environment funding streams. PwC has assisted the State’s Homes and Community Renewal office in administering its \$4 billion CDBG-DR program for its Infrastructure, Housing, Buyout and Acquisitions and Small Business Programs, helping to provide strategic management support, design and review processes, evaluate resources and technology tools and provide compliance and monitoring and quality assurance services.

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**State of New York – Office of Children and Family Services – Superstorm Sandy Integrity Monitoring and Program Support Services**

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PwC was engaged by New York State’s Office of Children and Family Services (OCFS) to establish process controls and provide project management support for the Superstorm Sandy Social Services Block Grant (SSBG), a \$235M Federal grant funding recovery efforts and on-going social services in storm impacted areas. Given that this funding was heavily scrutinized and audited by Federal and State authorities, PwC assisted with developing comprehensive project controls, tracking program financials, monitoring risk and quality, and reporting to NYS Governor’s Office and Health and Human Services, amongst other tasks. The PwC team conducted a program readiness assessment, and identified gaps in the SSBG program, specifically around policy, process and procedural documents; and worked with OCFS and other State agencies to develop the appropriate documentation. In addition, the PwC team conducted an assessment on Government and State Requirements, and tied them to the program to assure all requirements were addressed throughout the program. PwC developed checks and balances for processing contracts and claims to meet the stringent government guidelines. To date over 800 awards have been made to eligible grantees and \$166M distributed.

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**City of New York – Office of Management and Budget – Internal Audit of CDBG-DR Funds**

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PwC was engaged by the City of New York’s Office of Management and Budget (OMB) to develop an internal audit program and to conduct internal audits of Federal grant management money distributed to various city agencies. OMB was creating their internal audit unit and requested PwC’s support in building an internal audit plan for three federal grant streams – Community Development Block Grant – Disaster Recovery (CDBG-DR), Federal Emergency Management Agency (FEMA), and Department of Homeland Security (DHS) – and the multiple agencies and projects that receive the funding. This entailed: conducting interviews of OMB staff and sub-grantee staff, building an internal audit framework, conducting grant requirement research, conducting the initial internal audit, and issuing observations. PwC leveraged extensive grant knowledge to review OMB’s operations and oversight for compliance with federal regulations for each of the three grants.

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**State of New Jersey – Economic Development Authority – Superstorm Sandy CDBG-DR Small Business Recovery Support**

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The New Jersey Economic Development Authority (NJEDA) is responsible for processing grant applications for small businesses who sustained physical damages as a result of Superstorm Sandy. This grant program is funded by United States Housing and Urban Development CDBG-DR funds. PwC was engaged to assess the \$260MM NJEDA CDBG-DR grant application process and to provide recommendations for improvement. Further, PwC provided assistance with the review of applicant information and the documentation of the application files for final review and approval or denial by the NJEDA. PwC reviewed existing policies and procedures, utilized data

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analytics to identify trends and reviewed metrics to better understand performance gaps and make recommendations. PwC also developed a review guide currently used by the NJEDA when reviewing grant applications.

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### **State of New York – Governor’s Office of Storm Recovery – Housing Program Assessment**

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PwC was engaged by the Governor’s Office of Storm Recovery (GOSR) to conduct a risk, governance, and vendor performance assessment related to its Single Family Housing Program (Housing Program) and Construction Program. A field team of 3 PwC employees conducted interviews and field monitoring with GOSR personnel and Housing Program vendors to develop observations, identify potential risks, and draft recommendations on how the Housing Program could reduce costs, increase operating efficiency, and accelerate the path to completion. Additionally, PwC evaluated the efficiency of the Housing Program’s Call Center and determined that GOSR could potentially realize large savings by adjusting staffing and productivity. PwC presented the GOSR Executive team with 15 detailed observations, potential risks, and recommendations in the form of a final report. The report was well-received by engagement stakeholders, and PwC was asked to continue to provide support in the form of Construction Program support and field performance monitoring.

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### **State of New Jersey – Department of Health Services – Social Services Block Grant Support**

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Following Superstorm Sandy, New Jersey was declared in a state of emergency and was awarded a supplemental Social Services Block Grant (“SSBG”), by the U.S. Department of Health and Human Services to rebuild and preserve social services for children and families in the areas most impacted by the storm. New Jersey’s Department of Health Services (“DHS”) engaged PwC to provide a risk analysis and assessment at a state, agency, program and county level. PwC worked with DHS, the Department of Health (“DOH”) and the Department of Children and Families (“DCF”) to identify strengths and weaknesses in its administration of SSBG-funded programs associated with compliance, accountability, and transparency and that all work performed was eligible for SSBG funding. The team completed a risk assessment of the state, agencies, counties and programs by performing interviews and reviewing documentation provided by staff. Overall, PwC identified issues and risks across programs that would greatly enhance New Jersey’s preparedness for an audit. In order to address what our team believed to be the most relevant risks, PwC created a checklist that outlined immediate activities to be completed. Additionally, PwC and provided detailed recommendations for the State, County, Programs and Agencies that would mitigate identified issues and risks.

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### **FEMA – Improper Payment Act**

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FEMA is required to perform an annual assessment for improper payments in accordance with the Improper Payments Information Act of 2002 (IPIA), OMB Circular A-123, Appendix C, and the “DHS IPIA Implementation Guide” to reduce improper payments. These regulations require federal agencies to review and identify high-risk programs, estimate improper payment amounts, implement a plan to reduce improper payments, and annually report the actions planned to reduce improper payments in the future. FEMA has contracted with PwC annually since 2007 to conduct IPIA assessments of designated high risk programs. Based on the assessment results, PwC coordinated with process owners and stakeholders to assess improper payment root cause and develop corrective action plan recommendations to mitigate future erroneous payment risk. PwC developed and implemented a new methodology and installed an automated web-based tool to manage productivity and capture testing results for proper reporting to FEMA senior management, DHS Office of the CFO (OCFO), OMB, the President, and Congress. Additionally, PwC supported FEMA in conducting a Pilot Study of its high-risk programs including the Assistance to Firefighters Grant Program, the Homeland Security Grant Program, the Infrastructure Protection Grant Program, the Public Assistance Program, and the National Flood Insurance Program. This study focused on developing feasible approaches to conducting IPIA Assessments of the high-risk areas of these programs. To complete this pilot, PwC supported FEMA in conducting detailed review of these programs and their key processes and collaborated with program stakeholders to develop draft test plans and sample designs. The approach and results of this study have been shared with DHS and OMB and have been declared a government

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best practice by OMB. Additionally, PwC provided support to FEMA during presentations and meetings with the DHS OCFO and OMB to discuss findings and IPIA framework recommendations.

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### **FEMA – Katrina Control Board Support**

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PwC was contracted by FEMA's Office of the CFO (OCFO) to support the preparation of performance metrics, briefings, analysis and communications required by the Katrina Control Board. Working closely with OCFO, PwC performed and briefed various analyses requested by the control board and provided metrics on the status of other CFO activities being performed in response to Katrina. PwC worked with OCFO to implement a communications plan and process to help ensure timely responses to the control board, quality control and approval of data being provided and an efficient and disciplined process to address ad-hoc requests.

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### **September 11th Victim Compensation Fund Support**

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PwC was engaged to assist the Special Master with developing the claim valuation model, providing claimant outreach, designing project objectives and work plans, budgeting and tracking costs, and monitoring subcontractors. Working under the direction of Special Master Kenneth Feinberg and the DOJ, PwC opened walk-in centers in eight cities and established a toll-free helpline to provide immediate claimant assistance. PwC set up a claims processing center and oversaw the day-to-day operations of this center. PwC developed the Victim Claims Management System, a highly customized, secure web-based system used to manage claims through the entire valuation process. The system tracked more than 5,000 fields of captured claim information and allowed team members in various cities around the country to view and work on claims. This sophisticated system electronically directed work flow, captured eligibility and award decisions, and provided timely and accurate reporting on claims. PwC managed more than 300,000 documents, which included more than 1 million pages received, as well as generated and mailed over 81,000 letters relating to the claims. In addition, PwC coordinated the scheduling and logistics for almost 4,000 hearings and meetings, as well as the overall payment process.

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### **BP Oil Spill – Deepwater Horizon Claim Center Support**

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Following a court-approved Transition Period, in June of 2012, the Deepwater Horizon Claims Center ("DWHCC") was created to resolve certain economic loss and property damage claims related to the 2010 Deepwater Horizon oil spill. The DWHCC is a court appointed settlement facility established to administer the compensation framework agreed upon by the BP and plaintiff counsel representing claimants impacted by the spill. PwC is performing the following functions for the DWHCC:

- Quality assurance review of business claims prepared by accountants employed by a separate accounting firm hired by the DWHCC;
- Preparation of damage calculations for hospitality, seafood processing and other business claims based on the application of developed models;
- Calling and/or meeting with claimants and their representatives, including counsel and accountants, to discuss specific claims;
- Evaluation of documentation in connection with claimant eligibility determinations based upon the established framework;
- Review and analysis of claims filed under the Seafood Program;
- Application of the Prior Payment Offsets;
- Review and analysis of reconsideration and/or appealed claims;
- Business claimant reporting and data analytics.

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**General Services Administration (GSA) Public Buildings Service (PBS) Recovery Act Program Management Office (PMO)**

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PwC supported GSA in areas including Compliance Monitoring, Program Oversight, Schedule and Budget Tracking, and Stakeholder Coordination to support the delivery of over 400 building design and construction projects in 50 states. Our team worked with GSA management to develop reports and reporting schedules which drive GSA compliance with OMB and Congressional mandates. PwC gathered, maintained, and made electronically available all recovery-related reporting requirements through GSA's information systems. PwC also established well-defined processes and custom data tools to support GSA compliance with the Recipient Reporting requirements of Section 1512 of the Recovery Act. Through the use of automated data processes, PwC reconciled procurement data from multiple data sources, identified and remediated data discrepancies, and identified breakdowns in the data entry process. PwC then leveraged the lessons learned from each quarter of the Recipient Reporting cycle to streamline and enhance the processes and tools to promote cleaner data and more efficient operations. PwC also worked with GSA management to provide program oversight over the ARRA PMO. PwC also tracked the schedule and budgets of the projects in the ARRA program and consolidated the information into periodic reports on obligations and expenditures of funds. PwC's tracking of project schedule and budget progress and performance enabled GSA to meet White House deadlines and milestones associated with program obligations and outlays.

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**Haiti – Earthquake Crisis Response**

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PwC worked closely with individual implementation units to address and remediate any risk factors identified by the monitoring and evaluation activities. PwC's efforts were complementary to those undertaken by individual bilateral and multilateral donors, giving us unique insight into the monitoring, evaluation and contracting requirements of entities such as the World Bank, especially in a post-disaster context. Our risk-based, phased approach comprised of three main components: a risk assessment protocol to pre-screen and risk-rate proposed projects; a due diligence protocol by which to evaluate entities (and their subcontractors) seeking to perform development projects in Haiti; and a monitoring and compliance protocol to assess project-specific performance benchmarks including the incorporation of controls for misuse of funds. We were also focused on building the capacity of the Haitian government through a variety of training programs designed to improve project management capacity.

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**Japan – 2011 Tsunami Response**

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Following the devastating tsunami of March 2011, the Emir of Qatar donated \$100 million (USD) to launch a reconstruction trust fund to rebuild the Tohoku region, with a thematic focus on education, healthcare and fisheries rehabilitation. The client wanted to ensure the trust fund was utilized correctly. The Emir of Qatar retained PwC to provide a range of support to the fund and its activities including assisting with the design of a public relations and messaging strategy, accounting and fund reconciliation, designing governance and control frameworks, overseeing disbursements and providing ongoing monitoring, and working with the local communities who were beneficiaries of the funds in order to maximize the impact of the fund. PwC helped optimize the impact of the reconstruction trust fund and helped enhance the client's global reputation through communications and messaging support.

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# IV. References

## *PwC references*

<b>Department/Agency</b>	<b>New York State Governor's Office of Storm Recovery</b>
<b>Reference name/title</b>	Mr. Jonnel Doris, Former Director of Monitoring & Compliance and Former Chief Diversity Officer
<b>Contact phone number</b>	[REDACTED]
<b>Contact email address</b>	[REDACTED]
<b>Engagement description</b>	The State of New York received a large portion of the \$50.5bln dollars appropriated by the Federal Government for areas affected by Superstorms Sandy, Irene and Lee, to address both recovery efforts and mitigation against future damage. In order to help ensure transparent and accurate distribution of disaster recovery funds, the Governor's office requested that PwC provide program management and quality assurance support for the storm recovery and mitigation programs. PwC's State & Local Government Practice developed thorough methodology and procedures to address the quality assurance needs of the programs. The PwC team worked closely with Daniel Greene and State staff from design to execution phases, providing independent third-party quality assurance support for award calculation, applicant communication, check issuance and distribution, as well as vendor efficiency evaluation.

<b>Department/Agency</b>	<b>FEMA Recovery Directorate; Public Assistance Re-engineering (PARE)</b>
<b>Reference name/title</b>	Karen Morris, Program Analyst/COR
<b>Contact phone number</b>	202-212-1225
<b>Contact email address</b>	Karen.Morris@fema.dhs.gov
<b>Engagement description</b>	Through the Reengineering (PARE) IDIQ, PwC supports FEMA's PA Division with preparation and implementation of its redesigned business model for administering their public assistance grants. This support includes organizational transformation of the PA Program's processes, workforce, training, performance management, and technology support elements so that FEMA may be able to more aptly help communities rebuild after disasters. PwC provided services including program/project management, change control, communication/stakeholder outreach, teaching/coaching/mentoring, and workforce assessment. The PARE project is divided into three phases over the course of the period of performance and option year to include the Planning Phase, Stage 1 Implementation (test of the new business model in one live disaster), and Scale Up/Full Implementation (roll out of the new business model across multiple disasters).

<b>Department/Agency</b>	<b>New York State Office of Children &amp; Family Services</b>
Reference name/title	Nancy Athanassiadis, Program Director, Superstorm Sandy Social Services Block Grant (SSBG)
Contact phone number	[REDACTED]
Contact email address	[REDACTED]
Engagement description	PwC was engaged to assist the State of New York, and its Health and Human Services Agencies assure that adequate Integrity Monitoring is built into the Superstorm Sandy's Social Services Block Grant (SSBG) funds distribution program. The first phase of work pertained to identifying and developing the appropriate controls to monitor the system. The second phase of work pertains to the Integrity Monitoring efforts to be conducted throughout the entire lifecycle of the program.

# V. Approach strategy

## Engagement approach

The foundation of our approach to serving the State in this important engagement is flexibility, accountability, efficiency, objectivity and simplicity in helping the State achieve its recovery goals.

To effectively target the requested scope of work, we have broadly identified five main workstreams by which to categorize the tasks outlined in the RFQ. In the diagram below, you will see we have mapped each of the services mentioned in the RFQ to one of our five workstreams. Some of the services are mapped to multiple workstreams as they will demand collaboration between different teams.

- **Strategic Recovery Management:** Big picture focused. This workstream will hone in on the topics that should matter most to the State and its sub-recipients, such as program management and coordination, deadlines, timeframes and overall program efficiency and compliance.
- **Grant Monitoring:** Organization focused and centered on accountability, project progress, and reporting. This workstream will be working side-by-side with project managers, vendors, sub-recipients, and external partners. We will use local resources wherever possible to enable a cost-effective team structure that also understands West Virginia's needs.
- **Compliance Reviews:** Objectivity focused. We will be independent and objective advisors on issues related to compliance and monitoring. While we will primarily focus on developing and executing monitoring procedures, we will also work with you to address the day-to-day compliance, monitoring, and policy related issues.
- **Audit & Administration:** Compliance focused. We will assist the State and sub-recipients administer federally



**Mapping of RFP services to workstreams**

funded disaster recovery grants in a compliance with regulations and assist in the preparation, presentation and response to audits and monitoring visits.

- **Communications & Outreach:** Clarity and transparency focused. Our approach to communications and training will start with an analysis of key stakeholders, their communications and training needs, a communications delivery model, training facilitation and communication delivery through the appropriate channels.

Each of the workstreams identified above is further described in the body of our approach. In addition, we have listed the specific scope of work elements within each workstream, and have provided the matrix below to map your RFQ requirements to each workstream.

Workstream	SOW #	SOW Description
<b>Strategic Recovery Management</b>	3.2.3	Assist with deadlines, application, and documentation
	3.2.1	Coordinate grant compliance, technical assistance
	3.2.4	Review progress reports, payment requests
	3.2.5	Monitor budget, perform site inspections, document
<b>Grant Monitoring</b>	3.2.6	Assist with time extension requests, scope change requests
	3.2.7	Develop project progress reports
	3.3.3	Provide compliance reports to client
	3.4.6	Provide audit reports to client
<b>Compliance Reviews</b>	3.2.8	Review project scopes for duplicate services
	3.3.1	Perform financial compliance reviews
	3.3.2	Review financials compliance for duplicate services
	3.4.3	Review contracts for duplicate services
<b>Audits &amp; Administration</b>	3.4.1	Review sub-recipient audits, improvement recommendations
	3.4.2	Peer review projects assigned to other contractors
	3.4.5	Provide sub-recipient assistance
<b>Community Outreach</b>	3.2.2	Conduct applicant briefings, training, outreach, etc.
	3.4.4	Train agency staff

## ***Workstream 1 – Strategic Recovery Management***

### **RFQ Tasks 3.2.3**

The Strategic Recovery Management workstream is designed to help you ensure that the State’s recovery efforts have the highest impact and greatest benefit to the State and its impacted communities. We will focus on the big picture; developing and executing strategies designed to effectively and efficiently address what should matter most to you; maximizing recovery efforts while minimizing risk. To enable compliance and efficiency, our team will constantly challenge ourselves to look ahead to 1, 2, 3, 12, and 36 months down the road. Our Strategic Recovery Management team will lead each of the four workstreams and work closely with State leadership and staff. We will be thinking about and planning for critical disaster recovery considerations including grant application and obligation timelines, schedule management, cost management, program and project financial management, and overall program policy. The Strategic Recovery Management team will have a particular focus on the items detailed below.

### ***Key activities***

Because recovery officials are often hard-pressed in responding to immediate needs in the wake of natural disaster, grantees of federal funds often do not have the time or appropriate staff resources to formalize program management processes, which are critical not only for the successful long-term execution of rebuilding and recovery efforts, but also for compliance with federal regulations for these monies. In order to determine the

current state of program management processes, we will initiate this engagement by conducting an expedited analysis of existing project management tools and processes currently being used by the State for organizing and managing disaster recovery projects:

- **Assess and document** current procedures, processes, and tools utilized for program and project management. We will focus our analysis on strengthening and fortifying the States' current program management processes and tools. Specifically, areas we will analyze include:
  - *Schedule management:* How is the State planning to strategically draw down on its funds across projects from different grant sources?
  - *Project and program financial management:* What mix of funding is being used across projects and programs? Are there additional requirements imposed as a result (i.e. FEMA/CDBG-DR match programs)?
  - *Activity eligibility monitoring and documentation:* How is the State ensuring that its recovery projects maintain eligibility requirements on different regulations (i.e., duplication of benefits)?
  - *Compliance monitoring and documentation:* How is the State preparing for federal and state audits, and how is your compliance and monitoring program contributing to "finding-free" results (i.e., monitoring and understanding regulation changes and updates)?
  - *Project file structure and maintenance:* How is the State maintaining its project files to ensure that all documentation is properly stored and posted?
  - *Stakeholder management:* How is the State managing relationships with its key stakeholders, and how can PwC contribute to supporting that effort?
- **Provide recommendations** around strengthening the State's program management processes and tools, including amending or enhancing existing policies, procedures and tools if necessary
- **Implement necessary policies, procedures and tools** to effectively continue the State's program management efforts

**Case in Point: Katrina Control Board**

*PwC was contracted by FEMA's OCFO to support the preparation of performance metrics, briefings, analysis and communications required by the Katrina Control Board. Working closely with OCFO, PwC performed and briefed various analyses requested by the control board and provided metrics on the status of other CFO activities being performed in response to Katrina. PwC worked with OCFO to implement a communications plan and process to ensure timely responses to the control board, quality control and approval of data being provided and an efficient and disciplined process to address ad-hoc requests.*

In order to monitor the success of a project or program, it is critical to establish thoughtful and impactful goals and metrics. In conjunction with our analysis and enhancement of the State's program management processes and tools, we will work with the State's government officials and stakeholders to gain in-depth an understanding of the overall recovery goals. We will implement a monitoring schedule and standard procedures and will measure progress against the identified goals and metrics, such as:

<b>Activity</b>	<b>Description</b>
<b>Workplan management</b>	Develop the overall timeline, activities, dependencies and resources required to complete each project or initiative.
<b>Resource management</b>	Manage the staff roll-on/off process program-wide, and manage unplanned resource needs based on changing priorities. This will include developing roles and responsibilities, accountability and deliverables.

Activity	Description
<b>Success metrics monitoring</b>	Define success metrics for the efforts. Document each of the factors that will define the overall success including eligibility, performance outcomes and project beneficiaries. When determining success metrics, the PwC team will also define the ways these successes will be measured.
<b>Risk and issues tracking</b>	Develop and maintain risk and issues tracking tools and review the potential impact to the State's objectives, discuss mitigation plans with target completion date, and assign ownership.
<b>Status reporting</b>	Establish standards for engagement progress reporting including metrics, frequency, and format. We will develop our status reports with an impact-oriented approach, by always asking ourselves "so what?" We will identify key risks and issues to each project, discuss potential mitigation options, and report on key project and program metrics.

## Workstream 2 – Grant Monitoring

RFQ Tasks 3.2.1, 3.2.4, 3.2.5, 3.2.6, 3.2.7, 3.3.3, 3.4.6

The primary objective of our Grants Monitoring workstream is to be involved in assisting the State and the sub-recipients in organizing, planning, coordinating and executing projects funded by federally funded disaster grants. This team will consist of specialists who are focused on the tactical elements of each project, including monitoring project cost and schedule, maintaining compliant and organized project folders, developing project meeting schedules and maintaining reporting standards, assisting the State and sub-recipients with required reporting and maintaining relationships with sub-recipients and vendors. Our Grants Monitoring team will serve as the liaison between the State and sub-recipients, which will enable the State to maintain a more strategic view of the projects, while still being involved in the important day-to-day activities and decisions.

### Case in Point – Support for Troubled Asset Relief Plan (TARP)

*PwC was tasked with providing financial management, program management and execution support over this \$700 Billion+ program. The PwC team established the governance model, oversight mechanisms and financial review for the purchase of assets and distribution of funds to some of the world's largest financial, insurance and automotive companies.*

Our team will consist of our teaming partners ACT and ELR, and also partially of local subcontractors, who will be available to consistently attend meetings, maintain action item trackers and provide technical assistance. In order to manage quality and risk, our team will adhere to a strict reporting and review protocol; our local subcontractors will work closely with full-time PwC technical specialists. All of their work will be managed and monitored by full-time PwC staff who have a thorough understanding of the State's quality expectations. Our full-time PwC staff consists of specialists in federal grants management, accounting, housing, infrastructure and construction project management, economic development and community revitalization, and mitigation projects. This blend of teaming partners and local subcontractors and full-time PwC specialists provides a lean team structure, which will enable efficiency and maximize grant funding and benefit to sub-recipients.

## Key Activities

The Grants Monitoring team will be focused on assisting the State and sub-recipients to consistently maintain information on budget, schedule, issues and risks, and support accountable project file maintenance. In addition, because of the complexities of federal funding, we will work side-by-side with sub-recipients to help them meet complicated cross-cutting requirements, as well as often unclear definitions of what expenses are deemed eligible versus ineligible, to minimize risk to them and the State of being found noncompliant. We will maintain and track:

- **Project Schedules** – We will maintain project schedule including critical path, approval dates, project duration, project phases, anticipated project application submission, time extensions, scope changes,

expenditure dates and critical milestones as requested by the State. We will establish regular meetings where we will report project schedule progress, which will enable the State to make critical management decisions in a timely manner.

- **Project Cost** - We will track overall project budgets, expenditures to-date, expenditures to-completion and Earned Value ("EV") and regularly report to the State. Additionally, we will monitor and maintain cost categories such as Direct Administrative Costs ("DAC") and Activity Delivery Costs ("ADC"), vendor costs, and sub-recipient costs as part of our project support to you. Effective monitoring of each project's budgets will be critical, so that neither the State nor the sub-recipients go over budget. We will establish regular meetings where we will report project cost progress, which will enable the State to make critical management decisions for each project in a time-sensitive environment.
- **Invoice Review and Reimbursement** - We will review vendor and sub-recipient invoices for federal compliance and reimbursement eligibility including:
  - Matching invoices to contracts
  - Validating wage rates, if applicable (Davis-Bacon Act requirements)
  - Reviewing supporting documentation to assess if appropriate support was provided
  - Matching description of work completed to the contract scope of work
  - Assessing if cost reasonableness justification is appropriate
  - Helping to validate cost eligibility
  - Assessing if sub-recipients and vendor are tracking eligibility appropriately
  - Duplication of Benefits considerations

**Case in Point – BP Oil Spill – Deepwater Horizon Claim Center**

*PwC was performing the following functions for the Deepwater Horizons Claims Center:*

- *Quality assurance review of business claims prepared by accountants employed by a separate accounting firm hired by the DWHCC;*
- *Preparation of damage calculations for hospitality, seafood processing and other business claims based on the application of developed models;*
- *Calling and/or meeting with claimants and their representatives, including counsel and accountants, to discuss specific claims;*
- *Evaluation of documentation in connection with claimant eligibility determinations based upon the established framework*

In addition, we will perform site visits on sample invoices in order to assess whether the work was completed as described. Our team will work with the State to develop a reasonable sampling methodology. Invoice review and reimbursement assistance is a critical function for the appropriate management of disaster recovery funds. As with any reimbursement program, making sure that invoices and reimbursements are compliant is essential to avoiding potential ineligibility and recapturing of funds.

- **Reporting** - Our experience through supporting other disaster recovery grantees and subgrantees that provide clear and transparent reporting, not only to federal agencies, but to State and local officials, is critical in efficiently executing projects on disaster recovery programs. We will assist in the reporting through gathering required information to complete Quarterly Performance Reports ("QPRs") and other required funding entries. The team will also assist the State in working with sub-recipients and vendors to establish a regular reporting schedule, gather information, provide technical assistance and perform a cursory validation of information.

Our experience also tells us that oftentimes, QRS, QPRs and other reports have the potential to cause more confusion than clarification. We have assisted other grantees in responding to FEMA and HUD regional and Headquarters' questions around a project's schedule and remaining time to completion, project budgets, obligations, and other various project or program related questions. We are prepared to assist the State and sub-recipients in responding to FEMA or HUD questions and inquiries that result from reporting by providing insightful commentary, responses and input.

## Workstream 3 – Compliance Reviews

### RFQ Tasks 3.2.8, 3.3.1, 3.3.2, 3.4.3

We understand that managing, overseeing and distributing federally funded disaster recovery funds can be a deceptively complex undertaking. Grantees must comply with complicated and often vague federal requirements, adhere to various federal, state and local regulations, and minimize the potential for fraud, waste and abuse. They must respond to all of these requirements while also quickly and efficiently distributing funds to projects that meet the needs of their varied constituents. Given these conditions, even the most sophisticated programs run the risk of non-compliance and fraud. The best way to help ensure that funds are distributed, expended, and reported correctly is to establish a robust compliance and monitoring program.

Our subject matter specialists bring deep experience and knowledge of the regulatory environment through our work supporting numerous FEMA-administered programs, including PA and IA and FEMA headquarters, HUD CDBG-DR, HMGP and SSBG funds for New York State, CDBG-DR funds for the State of New Jersey, and HUD headquarters to name just a few. Time and time again, we have rolled up our sleeves to partner with our clients to achieve regulatory compliance, maintain financial fidelity and mitigate potential fraud - with the end goal of delivering high quality and compliant projects. We will approach our compliance and monitoring work for the State through the cumulative lens of this experience, bringing to bear leading practices and lessons learned as well as leveraging experience on the ground to-date.

Our approach to compliance reviews will balance the immediate needs of the program with long term fidelity. To this end, our Compliance Reviews team will have two priorities. The first will be to work closely with the sub-recipients to provide compliance and document management support. And secondly, the other priority, will be to manage the planning and execution of the State's monitoring plan that which will be intentionally independent and objective. This approach will provide the benefits of both an embedded compliance team and an external auditor's perspective to help ensure that the State is prepared for the "real thing," including OIG visits and State audits.

### Key activities

While the Grants Monitoring team will support day-to-day document management and quality assurance, the Compliance Reviews team will focus on developing and implementing a monitoring plan. Our subject matter specialists understand the scope of federally funded disaster recovery grants reviews, the sampling methodology and the recordkeeping practices required to comply with existing and new requirements in FEMA's sub-recipient monitoring requirements, HUD's CPD Monitoring Handbook, as well as requirements within the Code of Federal Regulations ("CFR") 44 and CFR 22, OMB circulars, and the Single Audit Act. We will follow a five-phased approach, which encompasses requirements of risk-based monitoring that is outlined below.



- **Phase 1: Identify Program Risks** – Our team will begin with a review and assessment of current processes, procedures and policies for compliance with federal, local and other requirements and will also identify fraud, waste and abuse risks. We will use this information as the basis for identifying risk conditions. This phase will include collecting and analyzing relevant internal and external documentation; reviewing current and previous audit findings; identifying gaps between current processes and documented policies and procedures; and compiling populations of risks (financial, operational, reputational, and performance) in a comprehensive risk inventory.
- **Phase 2: Prioritize and Evaluate** – We will then prioritize elements such as sub-recipients, vendors, or projects, identify red flags, evaluate internal controls, and determine mitigation measure and responses. This will include scoring risks on qualitative factors (likelihood, severity, and level of effort to remediate) and quantitative factors (past performance, prior audit findings, complexity of the project, dollar value, and ability to meet performance measures); ranking elements and identifying red flag and low risk elements;

and identifying critical controls in place related to the management of prioritized risks and determining enhancements needed based on prior audit results.

- **Phase 3: Respond and Manage** – We will communicate risk assessment results to stakeholders and recommend response strategies. Greater stakeholder understanding of federal funding requirements enhances recovery outcomes and helps mitigate potential reputational risk factors.
- **Phase 4: Develop and Implement Monitoring Approach** – We will design or enhance and implement customized monitoring programs. This will include developing a monitoring plan and schedule based on risk profiles; implementing the monitoring plan, including a review of program compliance against grant agreements or contracts; conducting monitoring remotely or on-site depending on project risk profiles; and supporting the State in preparing for and responding to audits and monitoring visits. Our team will provide a review of the sub-recipients and projects, monitor the current state of the budget, identify areas of risk that could potentially lead to fraud and/or corruption, and provide recommendations for correcting/improving the integrity of the affected areas.
- **Phase 5: Report** – Finally, we will develop reports to share the results of our monitoring efforts with the State. We will help develop a standardized regulatory reporting approach and structure to monitor compliance, scope, budget, M/WBE, Fair Housing, Section 3 and Davis-Bacon Act requirements, among others. This will include developing monitoring reports for federal agencies, local leadership, sub-recipients and other recovery stakeholders.

#### Case in Point – HUD Monitoring

*PwC can provide subject matter specialists to support conformance to HUD's CPD Monitoring Handbook Requirements.*

*We understand the scope of HUD's monitoring activities and will align NYS procedures to these review areas to achieve compliance.*

- 1. Economic Development*
- 2. Overall Benefit*
- 3. Method of Distribution*
- 4. Timely Distribution*
- 5. State Review of Grant Recipients*
- 6. Administrative Requirements*
- 7. Grant Close System*

This workstream will also include hands-on audit preparation, from document management to communications and the management of logistics for the auditors' visits. Our role will be to help ensure that the State is prepared from an operational and organizational perspective for its external audits. If needed, we will also develop the systems for FEMA viewing pages in advance of FEMA visits. While our core compliance team will be lean, we will have the flexibility to staff up quickly, as needed, to help ensure that all reporting and audit preparations are completed in a timely manner.

## Workstream 4 – Audit & Administration

### RFQ Tasks 3.4.1, 3.4.2, 3.4.5

Our Audit & Administration workstream will include supporting sub-recipients in establishing controls, conducting peer reviews, and hands-on assistance with audit preparation, from document management to communications and the management of logistics for the auditors' visits. Our role will be to assist so that sub-recipients are prepared from an operational and organizational perspective for its external audits. If needed, we will also develop the systems for audit agencies viewing pages in advance of visits. While our core compliance team will be lean, we will have the flexibility to staff up quickly, as needed, to help ensure that all reporting and audit preparations are completed in a timely manner.

### Key activities

Effective administration and audit preparedness starts with a mindset of "Closeout on Day 1". Our key activities will include:

- **Document Management** - We have seen first-hand the critical impact of effective document



management, particularly in responding to federal Office of Inspector General (OIG) inquiries. We will implement sound document management practices that will help enable successful internal monitoring, auditing and reporting.

In order to maintain compliant project folders throughout the recovery process, we will have a keen focus on document management. Our team will establish a standard project file template. Our team will work with the State, sub-recipients and vendors to maintain compliant project folders and files. We will include the following in our document management practices:

- Naming conventions
- File structure
- Required documents
- Regular monitoring processes

As the team maintains project folders, in accordance with the established conventions and protocol, the project files will be regularly audited by the Compliance Reviews team. We will then upload audited and completed files into an electronic document repository.

- **Audit preparation** - We understand that when receiving federal funds from various sources, the State and sub-recipients will need to always be prepared for audit visits, and have information, substantiation, and responses prepared with recommendations for improvements on any concerns or findings. Our team will provide:
  - Training on and distribution of information on identified OIG findings and strategies to avoid common pitfalls and/or to promote leading practices
  - Preparing and assessing documentation in preparation for audits
  - Supporting sub-recipient during audit meetings
  - Assisting in responding to audit concerns or findings
  - Developing recommendations for improvement or corrective action

## ***Workstream 5 – Community Outreach & Stakeholder Engagement***

### **RFQ Tasks 3.2.2, 3.4.4**

Effective sustainable long-term recovery efforts include a long list of stakeholders, such as government agencies and their staff, elected officials, non-profit organizations and foundations, the faith community, vendors, the media, aid recipients and the communities at large, all with varying roles and levels of engagement. To be successful, the State will have to communicate clearly and frequently with these stakeholders, many times via different ways, to ensure that their discrete needs are being addressed. We will implement a comprehensive stakeholder engagement strategy that incorporates community outreach, communication planning, and training as an integral and ongoing component of program design and delivery.

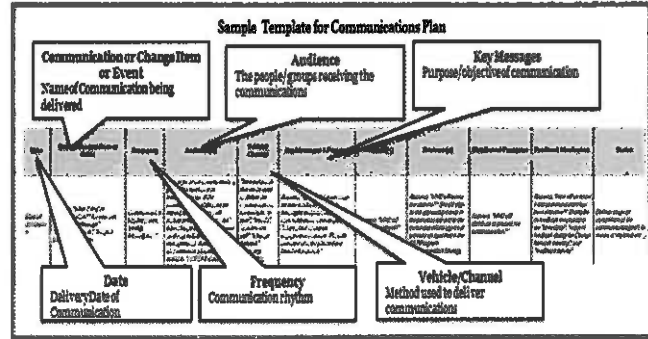
### ***Key activities***

As part of ongoing stakeholder management, we will develop a communications and training strategy that addresses the information needs of these recovery partners throughout the program lifecycle.

- **Communication Strategy** – Our approach to developing an effective communication strategy will have the following steps:

- **Conduct Current State Assessment:**

Our team will begin by assessing the current stakeholder engagement and communications strategies in place for the recovery effort to understand what information is being communicated to whom, through what delivery channels it is being communicated, and with what frequency. We will review current procedures to identify what is working well and where there is room for improvement.



- **Develop Communication Plan:** Based on findings from our initial stakeholder assessment, we will develop a communications plan, which will describe how communications will be developed, delivered and assessed throughout the grant administration lifecycle. We are not seeking to reinvent the wheel. Our goal will be to develop a strategy that can be deployed quickly and efficiently, and to leverage existing strategies that work well, while identifying areas for higher impact communications and engagement. Our goal will be to help ensure consistency, connectivity, and transparency between stakeholders and provide information and support as needed.

- **Deliver on Communications Plan:** Our team will assist in the implementation of the communications plan. We will also help the State to manage website content development and presentation in accordance with HUD requirements to provide recovery stakeholders with easy access to key program information, such as the published Action Plan and amendments, DRGR Action Plan and QPRs, copies of first level contracts, summaries of all contracts and procurement policies, citizen participation requirements, and information on programs and contacts.

- **Training Strategy –** Receiving federal disaster recovery-related funding comes with a myriad of rules, regulations, and strings which many grantees, and sub-recipients are not fully prepared for. We also recognize that the State understands the pre-existing economic environment that was already impacting the disaster-declared locations, and that the State will be looking to incorporate approaches to address such pre-existing factors into their comprehensive recovery plan and the State will be looking for a partner experienced in this comprehensive approach. Our team’s experience has shown us that the benefit of providing a full range of training to the grantee’s existing staff, sub-recipients, and partners can be exponential. We will align our trainings to our overall stakeholder engagement strategy, in coordination with the State’s recovery plan, by providing relevant and timely sessions that support a more seamless execution of the State’s goals.



- **Conduct Training Needs Assessment:** We will identify what various stakeholders currently know and what they need to know to successfully participate in the recovery efforts. Strategic training will not only improve the outcomes of the long-term recovery process, it will also provide important capacity-building skills to improve the resilience to respond to future events and/or recognize the potential to identify future economic redevelopment opportunities.

- **Develop Training Plan:** In coordination with State leadership, we will define the training design and delivery approach, activities, and tools for successful training deployment for each stakeholder group. State staff trainings will cover topics, such as sub-recipient management, audit readiness, sub-recipient monitoring, infrastructure project management, and compliance. Trainings for vendors and sub-recipients may entail FEMA PA, HUD CDBG-DR and other federal requirements such as procurement, reporting, wage requirements, and closeout. We have found

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that well developed trainings can be a critical factor in ensuring that grantees comply with grant requirements and avoiding fund recoupments or negative audit findings.

Additionally, we are prepared to provide, in collaboration with identified in-state partners (to insure long-term sustainability beyond our contract period), a community development capacity-building training program for local leaders of the disaster-impacted areas. The training program has been designed for economically distressed rural areas, yet it is also applicable for urban areas as well, and is focused in realizing sustainable local economic redevelopment.

- ***Deliver Trainings and Review:*** We will implement the trainings and materials developed, evaluate training experiences and continue to review stakeholder training needs based on the development of the program and projects. Additionally, strategic training will not only improve the outcomes of the long-term recovery process, it will also provide capacity-building skills to improve the resilience to responded to future events and/or recognize the potential to identify future economic redevelopment opportunities and improving overall 'quality of life' assets for local areas that their residents/businesses.

# Appendix A: Team Resumes

## Tricia Sheehan – Engagement Partner



Tricia is a Partner in PwC's Risk Assurance Services practice. Tricia has significant experience providing internal audit, controls and compliance services to complex organizations. Tricia has assisted organizations in the design of start-up internal audit functions as well as working with organizations to transform existing internal audit functions into value-added, risk-based, and strategically aligned functions. She has managed outsourced and co-sourced internal audit engagements for a variety of companies, ranging from project-based internal audit functions to fully outsourced functions. She also participates in our firm's talent recruiting, instructs training and presents development sessions to clients.

She is a member of the Institute of Internal Auditors – NY Chapter, American Institute of Certified Public Accountants, and New Jersey Society of CPAs. Tricia is a Certified Public Accountant in New York, New Jersey and Connecticut and a member of the AICPA and the New Jersey State Society of CPAs.

### Relevant Project Experience

- For the City of New York's Office of Management and Budget (OMB), Tricia led a team to develop an internal audit program and to conduct internal audits of Federal grant management money – including CDBG-DR, FEMA, and DHS funds – distributed to various city agencies. Her team's work included conducting interviews of OMB staff and sub-grantee staff, building an internal audit framework, conducting grant requirement research, conducting the initial internal audit, and issuing observations.
- For New York State, Tricia supported team with project related PwC's program management and integrity monitoring services for the State's Superstorm Sandy response across its CDBG-DR program.

### Education

- BS, Accounting, University of Scranton
- CPA, licensed to practice in New York, New Jersey, and Connecticut

## Riz Shah – Engagement Partner



Riz is a Principal in PwC's Capital Projects & Infrastructure (CP&I) services and leads the firm's CP&I business in the state and local markets. An architectural engineer with more than 18 years of professional services experience, Riz has advised clients in both the public and commercial sectors on improving infrastructure delivery and capital project performance on some of the largest and highest profile construction programs around the world in the heavy civil, transportation, real estate and oil and gas sectors.

Riz also has extensive experience in the area of disaster recovery and resilience, and has assisted states, cities and international entities with administering federally funded programs such as FEMA (PA), HUD (CDBG-DR) and USAID (international reconstruction efforts), supporting clients with their long-term recovery efforts in Colorado, New York, Missouri and Massachusetts amongst others. Riz has also supported clients dealing with financial crises and claims resultant from catastrophic fires, including for example the events of September 11th.

### Relevant Project Experience

- For the City of Joplin, Riz led an engagement of the recovery and reconstruction activities for City-grantee which has received two HUD CDBG-DR grants. This includes coordination of all infrastructure planning and execution activities associated with emergency federal funding for disaster relief, working closely with city

planners and federal agencies to complete capital planning, funding, environmental assessments, procurement and construction oversight, as well as independent reporting and compliance activities over disbursement of the appropriated funds...

- For the State of Colorado, Riz provided oversight to Deloitte's Applicant Assistance team with the State Grantee to implement and administer the FEMA Public Assistance program. The Applicant Assistance Team is responsible for assisting DHSEM and the Public Assistance Applicants through the FEMA PA lifecycle including identifying damages and project scope definition, compliance with environmental regulations, procurement, and closeout by assisting in the disaster response and recovery following severe flooding that cause +\$500M of damage.
- For the New York State Governor's Office of Storm Recovery, Riz assisted with oversight and monitoring related to infrastructure and housing implementation vendors executing under HUD CDBG-DR and FEMA PA programs as part of the long term recovery underway following Superstorm Sandy.
- For the reconstruction efforts in Kashmir, Riz led an engagement providing oversight of emergency funds post the catastrophic South East Asia earthquakes in October 2005.

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### Education

- BS, Architectural Engineering, Penn State University

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### Chuck Banks – Project Manager



Chuck is a Director in PwC's Capital Projects & Infrastructure (CP&I) services, focusing on resilience and post-disaster recovery for the state and local markets. Chuck has more than 25 years of professional experience working in both the private and public sectors assisting clients with the planning, financing and implementation of their affordable housing, economic development, infrastructure and capital projects, with a special focus in supporting the planning and implementation of their comprehensive long-term disaster recovery and community-based economic redevelopment goals for disaster-impacted clients and rural-distressed areas.

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### Relevant Project Experience

During Chuck's professional career, both while serving in the federal government and in the private sector, he has extensive experience assisting public and private sectors in the design and implementation of their disaster recovery and resilience plans, and has worked closely with numerous states, counties and cities in supporting the administration of federally funded recovery programs including FEMA (PA and IA), HUD (CDBG-DR), SBA (DAP) and USDA (B&I, CF and MFH/SFH, RBDG, REDLG, others). Chuck has worked on-the-ground with state and local leaders in Louisiana, Mississippi, Missouri, Kansas, Iowa, New York, Oklahoma and West Virginia to assist these impacted locations to successfully achieve their sustainable long-term disaster recovery goals.

Drawing upon both community-based engagement practices while also leveraging innovative technology approaches, he supervised numerous nationally recognized economic redevelopment initiatives, including working with the U.S. Department of Defense on Base Realignment Commission military installation expansion efforts. Chuck is asked to speak regularly at national conferences the topics of sustainable economic redevelopment strategies and disaster recovery leading practices, and has been invited to participate on numerous federal government advisory panels. His experience includes:

- For the City of Joplin [MO], was a senior member of the HUD CDBG-DR Project Team assisting the City plan and implement the community's long-term disaster recovery plan following the impact of an EF-5 tornado that caused an estimated \$3B in total damages and the loss of 161 lives. Chuck's project responsibilities included stakeholder engagement, communications planning, creating the the affordable housing, and managing the economic redevelopment workstreams. He also supported the City's capital planning process to identify and validate their final list of recovery projects.
- For the Borough of Staten Island [NY], led the project to assist the Staten Island Chamber of Commerce in establishing their economic redevelopment plan to support Borough businesses impacted by Superstorm

Sandy. Chamber of Commerce recovery planning ultimately expedited their sub-recipient application process for federal disaster recovery funding that was awarded to the City of New York.

- For the City of Greensburg [KS], while serving in the federal government, in collaboration with FEMA ESF-14, led the federal government's post-disaster recovery efforts to assist local leaders following an EF-5 tornado that destroyed 95% of the rural community – including 100% of City and County facilities. In addition to being responsible for the administration of the federal government's disaster recovery funding authorized for the City and County, he led the team to assist the area create and implement their comprehensive long-term recovery master plan. Under Chuck's direction, his agency's team also provided long-term technical assistance to local leaders in supporting their design and implementation of the affordable housing, community facilities and infrastructure, and economic redevelopment workstreams. Chuck also led economic redevelopment capacity-building training for local leaders from all sectors based on a previous format developed for and delivered to economically distressed rural communities to restore/revitalize local community and economic development factors – affordable housing, business retention and economic entrepreneurship, infrastructure and rural connectivity, essential community services, education and health care, and youth engagement/retention.

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## Education

- Certified Business Continuity Professional, Disaster Recovery Institute International, NYC, NY
- Certified, Advanced Community Development Institute, Cornell University; Ithaca, NY
- BS, Economics/Banking, Kansas State Drexel University; Manhattan, KS

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## Gaurav Menon – Strategic Advisor



Gaurav is a Managing Director in PwC's Capital Projects & Infrastructure (CP&I) services and leads the CP&I Infrastructure Resilience & Recovery business in the state and local markets. With more than 17 years of professional services experience, Gaurav specializes in supporting public and private sector entities involved in the delivery of large and complex grant programs, with a focus on long term community development and capital asset rebuilding strategies.

Gaurav has been involved in grants management work in Louisiana, Colorado, Texas, New York, Missouri, Japan, and Indonesia. His focus is in dealing with federal grants including HUD Community Development Block Grant (CDBG), FEMA Public Assistance (PA), FEMA Hazard Mitigation (HM), and Federal Highway Authority (FHWA) grants.

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## Relevant Project Experience

- For the City of Joplin, led the HUD CDBG compliance monitoring, oversight and eligibility reviews for infrastructure, housing, and community development projects undertaken by a City in Southern US pertaining to the City's recovery from the EF-5 strength tornado which devastated the City. Supporting the City through developing a long term recovery strategy and capital plan, reviewing Environmental Assessments to assess potential environmental hazards and risks, suggesting mitigation measures for unavoidable impacts, monitoring compliance with various State and Federal agency requirements, and completeness in supporting documentation. Designed program management tools to better assist the City in managing multiple projects.
- For the New York State Governor's Office of Storm Recovery (GOSR), led an engagement to conduct an assessment of GOSR's vendor management and oversight processes, perform audits of vendors, assist GOSR in preparation for a HUD program audit, evaluate sub recipient monitoring policies, and provide general policy and procedural recommendations.
- For the State of Colorado, led an engagement administering a grant program and collaborating with federal, state and local entities in interpreting policy guidelines, disaster specific guidance, and in reaching consensus in alternative solutions to complex eligibility issues that satisfy regulations. Worked closely with sub-recipients providing technical assistance and guidance throughout project formulation, requests for reimbursement, and project closeout, as well as providing strategic guidance to the State in critical policy decisions.

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## Education

- BS, Architectural Engineering, Drexel University
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### Tami Radinsky – Strategic Advisor



Tami is a PwC Director with over 15 years of external audit, internal audit, and consulting experience in the healthcare, higher education, and not-for-profit industries.

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### Relevant Project Experience

- Created an internal risk assessment and audit program to conduct internal audits of Federal grant management money distributed to various city agencies. Provided support to build an internal audit plan for three federal grant streams and the multiple agencies and projects that receive the funding. This entailed: conducting interviews of department staff and sub-grantee staff, building an internal audit framework, conducting grant requirement research, conducting the initial internal audit, and issuing observations. For the New York State Governor's Office of Storm Recovery (GOSR), led an engagement to conduct an assessment of GOSR's vendor management and oversight processes, perform audits of vendors, assist GOSR in preparation for a HUD program audit, evaluate sub recipient monitoring policies, and provide general policy and procedural recommendations.
- Expertise in internal controls assessments in areas like accounting and financial reporting on clinical activities, patient revenues, physician practices, and physician compensation. Led additional operational audits including, physician/facility charges, meaningful use assessments, patient accounts, disaster recovery, Article 28 billing compliance, ambulatory care clinics, blood bank reviews and grant compliance.
- Appointed to elite firm leadership position, managing consultations for partners in multiple industries in all technical accounting matters. Performed internal quality reviews of public and non-public clients as well as consultations for PCAOB remediation efforts.
- Executed a system-wide 340B Pharmacy Assessment, identifying \$10M in charges that could potentially lead to repayments and \$16M of cost savings opportunities through integrating data from disparate sources, and incorporated nationwide benchmarks. Helped establish monitoring program to adhere to HRSA requirements on continuous basis.
- Evaluated an existing ICD-10 governance structure of a healthcare system; provided feedback as to whether structure supports existing plan, and meets program objectives. Identified other opportunity enhancements such as patient access redesign, physician outreach and training, and financial analysis.

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### Education

- BS, Accounting, Yeshiva University
  - CPA, licensed to practice in New York
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### Robert Reid – Strategic Recovery Management Lead



Robert is a Manager in PwC's Capital Projects & Infrastructure practice with significant experience with HUD Community Development Block Grant – Disaster Recovery (CDBG-DR), FEMA Public Assistance (PA), grants management, federal transportation, infrastructure, emerging markets, capital asset, and commercial construction projects. Most recently, he managed a team administering the CDBG-DR program for a grantee in Missouri. He has worked with FEMA PA and CDBG-DR personnel in planning, implementation, administration, and monitoring of recovery funds and has a background in construction

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project management, risk analysis, capital planning and budgeting, and value engineering. Robert has worked with federal fund grantees across the nation including in Colorado, Missouri, New York, Louisiana, and Texas.

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### Relevant Project Experience

- For City of Joplin, Missouri, Robert was the Project Manager for the City of Joplin CDBG-DR Fund Administrator project related to the City's recovery from the EF-5 strength tornado which devastated the City in 2011. Led the team through the development of project management practices and tools which were recognized as "exemplary practices" in a recent HUD compliance audit.
- For New York Governor's Office of Storm Recovery, Robert assisted New York State Governor's Office of Storm Recovery to conduct an assessment of GOSR's vendor management and oversight processes, perform audits of vendors, assist GOSR in preparation for a HUD program audit, evaluate sub recipient monitoring policies, and provide general policy and procedural recommendations.
- For the Colorado Division of Homeland Security & Emergency Management, Robert led the Applicant Assistance Team, administering the FEMA PA program and collaborating with federal, state and local entities in interpreting policy guidelines, disaster specific guidance, and in reaching consensus in alternative solutions to complex eligibility issues that satisfy regulations. In this capacity, he worked closely with applicants, providing technical assistance and guidance throughout Project Worksheet (PW) creation, Requests for Reimbursement, and project closeout, as well as providing strategic guidance to the State in critical policy decisions.
- For the State of Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Robert assisted in the development of the closeout processes for the Hurricanes Katrina and Rita reconstruction efforts worth several billion dollars of FEMA PA funds. He conducted site visits, investigated fraud and examined internal controls. He also assisted in implementing an integrated closeout process for the State, and presented this process to FEMA Regional officers.

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### Education

- BS, Building Construction, Auburn University
- LEED Accredited Professional, Building Design + Construction (LEED AP, BD+C)

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### Shannon White – Subject Matter Specialist



Shannon White is a Managing Director in PwC's Public Sector Practice. Ms. White has over 19 years of experience, including providing mission and non-mission support to federal clients. Ms. White has cross-functional experience including project leadership, strategic planning, grants management, finance and policy analysis, project management, and internal controls. She brings extensive experience supporting FEMA at headquarters and in the field in response to live disasters over the past 13 years. She leads ten teams on active projects across FEMA at Office of the Chief Financial Officer (OCFO), Federal Insurance and Mitigation Administration (FIMA), Protection and National Preparedness (PNP)/National Preparedness Directorate (NPD), Office of Response and Recovery (ORR), Mission Support, Office of Policy and Program Analysis (OPPA), and in the Regions.

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### Relevant Project Experience

- For FEMA's Public Assistance Reengineering Program, Shannon leads a team of consultants who are supporting the \$5B Public Assistance Grant Program to implement a new customer-centric delivery model.
- For Superstorm Sandy, Shannon led staff who supported recovery efforts in New York. Staff provided communications and reporting support to FEMA senior leadership in the Joint Field Office as they administered financial assistance to survivors. Additionally, staff provided technical assistance to state and local grantees as they prepared their applications for reimbursement of costs incurred during the hurricane.



- For FEMA's grant reimbursement program, Shannon managed the southern Texas region for three disasters while stationed in San Antonio, Texas including Hurricanes Katrina and Rita and Texas Wildfire. She managed Project Officers as they prepared project worksheets and supported FEMA programs. She was tasked not only to serve as the Public Assistance Coordinator (PAC), but also to serve as a key policy advisor to FEMA and City of San Antonio senior executives regarding FEMA guidelines in relation to Hurricane Katrina and Rita disasters. Additionally, she provided recommendations for implementing headquarters' guidance in the field to thousands of individuals and local public entities. She served as the liaison between FEMA and the City of San Antonio to assist Hurricane Katrina evacuees in accessing housing and aid to fully settle into a new community. She assisted the Senior FEMA Official in managing the last remaining Texas shelter for Hurricane Katrina evacuees in San Antonio, Texas.
- For New York City agencies including the New York City Police Department (NYPD) and the New York City Fire Department (FDNY), Shannon reconciled and closed out \$440 million in grants to reimburse damages caused by the World Trade Center disaster, in a record four months. Shannon managed a team of Project Officers' efforts to fund \$970 million to New York City for World Trade Center related expenses.

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### Education

- MBA, Finance, Columbia Business School
  - BA, Government, Georgetown University
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### Randall Lewis, Subject Matter Specialist



Mr. Lewis has devoted his career to serving the citizens of West Virginia in the development of infrastructure and promotion of economic development. He has immeasurable knowledge of state and federal funding programs and interacts with funding agencies, water and wastewater system personnel, and elected officials on a regular basis. He has extensive experience communicating and networking with funding agencies, elected officials, and interaction with a myriad of private citizens. His broad experience helps take projects that may otherwise be financially infeasible and develop practical and cost-effective solutions that allow them to be funded and constructed in a reasonable amount of time – satisfying the needs of our clients quickly. By partnering with different funding agencies, E.L. Robinson can develop projects in a manner that is consistent with available funding as opposed to developing a project that may never meet the requirements for state and/or federal funding assistance.

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### Relevant Project Experience

- **E. L. Robinson Engineering: Vice-President - Responsible for marketing and management of services to clients. Services include the development of infrastructure, transportation design, community planning and development. Results oriented and strategic leader with 30 years of experience in economic and community development producing desired results for clients. Highly skilled in planning, organizing and implementing clients' goals and objectives from conception to completion including needs assessment, project design, financing and implementing, monitoring and close-out.**
- **West Virginia Rural Water Association: Executive Director - Under his leadership at WVRWA, membership and budget growth skyrocketed to an all-time high. In the capacity of director of this association, legislative actions were influenced which positively affected the utility industry in West Virginia.**
- **Region II Planning and Development Council: Deputy Director - While serving in this capacity, a diversity of experience was gained in dealing with the management of loan and grant programs. He gained a broad**

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### Education

- B.S. Business Administration, Marshall University, 1985
  - University of Kentucky Basic Economic Development Institute
  - University of Oklahoma – Graduate Economic Development Institute
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**John M. Guido, CPA, CGMA, Subject Matter Specialist**

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John M. Guido, CPA, has over thirty-four years of domestic and international audit and accounting experience in various industry sectors including privately owned and publicly held business entities in construction, manufacturing, and wholesale distribution; employee benefit plans; financial institutions; as well as health care and other non-profit organizations. Mr. Guido also has over thirty years of compliance audit experience with governmental and non-profit organizations that have been recipients of multiple and diverse Federal financial assistance, and is one of the Firm's leaders on compliance audit issues.

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**Relevant Project Experience**

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- Mr. Guido graduated magna cum laude from Fairmont State College, Fairmont, West Virginia, with a Bachelor of Science degree in Business Administration with a concentration in accounting. A Certified Public Accountant in West Virginia, Mr. Guido is a member of the American Institute of Certified Public Accountants (AICPA), the West Virginia Society of Certified Public Accountants (WVSCPA) and the Charleston Chapter of the WVSCPA.
- Mr. Guido serves as a member of the Peer Review Committee of the WVSCPA, has previously been the chairman of the Peer Review Committee, and has been selected to serve on the AICPA Peer Review Board. In addition, he has participated in over thirty peer reviews of CPA firms across the United States of America in which he has served as Team Captain. Mr. Guido has also written several articles and been a frequent speaker on accounting, auditing and quality control matters and has also instructed continuing education courses on accounting and auditing quality control. In addition to his professional involvement, he is a member of the Board of Directors of Kanawha Valley Senior Services, Inc., a member of the Charleston Area Alliance Economic Development Committee, and is a volunteer auditor for the Miss West Virginia Scholarship Pageant.

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**Education**

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- B.S, Business Administration, Fairmont State College
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**Anaita Kasad – Subject Matter Specialist**

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Anaita is a Partner in PwC's US State and Local Public Sector practice. She has 16 years of consulting experience and specializes in project management, organizational design, business process reengineering, and data analytics. Anaita's experience spans the public sector, financial services, insurance and healthcare industries, in the United States and in Asia. Anaita also has deep experience in disaster recovery management. For the last four years, she has managed up to 30 consultants and subcontractors working on Superstorm Sandy disaster recovery efforts in New York State, New York City, and New Jersey, with a focus on grant management and administration and integrity monitoring.

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**Relevant Project Experience**

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- For New York State, Anaita led a team of up to 30 consultants and subcontractors to perform program management and integrity monitoring services for the State's Superstorm Sandy response across its CDBG-DR program, including Infrastructure, Housing, Buyout and Acquisitions, and Small Business recovery programs. Her team's support of the office's grant administration services included reviewing federal grant and state regulations and requirements; and identifying gaps in documented policies, processes, roles, and responsibilities; creating and designing procedures for all internal and external quality assurance controls to maintain compliance and appropriate funding distribution to eligible applicants; and testing controls to guarantee continuity.
  - For the State of New York and its Health and Human Services Agencies, Anaita oversaw a team of consultants and subcontractors providing oversight of the administration of a \$235M federal block grant. Her team
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worked to implement project controls and to provide integrity monitoring services throughout the entire lifecycle of the Program.

- For the City of New York's Office of Management and Budget (OMB), Anaita led a team to develop an internal audit program and to conduct internal audits of Federal grant management money – including \$4 billion of CDBG-DR, \$5.4 billion of FEMA, and \$141 million annually of DHS funds – distributed to various city agencies. Her team's work included conducting interviews of OMB staff and sub-grantee staff, building an internal audit framework, conducting grant requirement research, conducting the initial internal audit, and issuing observations.
- For the State of New Jersey, Anaita managed a team of consultants to conduct a risk assessment of the State's administration of SSBG-funded programs following Superstorm Sandy. Anaita's team held interviews and reviewed documentation at the state, county, and program levels to evaluate compliance, accountability, transparency, and eligibility of SSBG-funded programs. Her team identified issues and risks across programs that would greatly enhance New Jersey's preparedness for a regulatory audit. The team outlined immediate activities to be completed and provided detailed recommendations across the State's management of the funds, reporting of dollars spent, and execution of specific programs that would mitigate identified issues and risks.

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### Education

- BA Cum Laude, Economics, University of Pennsylvania

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### Eric Coberly, P.E., Subject Matter Specialist



Mr. Coberly has more than 33 years of experience as an infrastructure and mining engineer. He has extensive experience in project planning, specifically in mining, site development, structural damage assessment, water and wastewater projects.

Mr. Coberly has provided engineering and management of projects involving waterline extensions, sewer line extensions, large site developments, drainage control, landslide abatement development of post mining land uses and AML design projects in Ohio and WV in addition to providing site investigations and expert witness testimony on slope stability and drainage issues.

Mr. Coberly served as the Chief for the West Virginia Department of Environmental Protection Abandoned Mine Lands Division for more than 4 years. In this position, he was responsible for managing and directing the operations of the Abandoned Mine Lands Office. This program is responsible for reclaiming lands damaged due to coal mining that occurred prior to 1977. The Office investigates, plans, designs, bids and oversees construction projects reclaiming these abandoned mines. The budget for the Office is approximately \$66 Million with a staff of nearly 60 employees.

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### Relevant Project Experience

Mr. Coberly has served as Project Manager on hundreds of infrastructure, geotechnical, site development and mining projects. Specifically, he has served as administrator on over 100 West Virginia Department of Environmental Protection and 25 Ohio Department of Natural Resources Abandoned Mine Lands reclamation projects. The following is a sample listing of projects in which Mr. Coberly served as Project Manager:

- Glen Rogers Waterline Replacement Project
- Lavalette PSD Route 52 Waterline Extension Project
- Mingo County Wood Products Industrial Park
- Belo Industrial Park
- Williamson DHHR Facility
- Mason County 911 Facility
- Flatwoods Canoe Run PSD Exchange Road Waterline Extension Project Phase I

- Norton Harding Jimtown PSD - Scott Road/Findley Road Waterline Extension Project
- Putnam Development Authority Business Park Utility Extension Phase II
- Wayne County 2010 County Wide Plan
- Town of Clay Blue Knob Waterline Extension Project
- Burnsville Sewer Project

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### Education

- M.S. Engineering of Mines, West Virginia University, 1990
  - B.S. Engineering of Mines, West Virginia University, 1983
  - Registered Professional Engineer in West Virginia, Kentucky, Ohio, and Maryland
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### Rachel Travis



Rachel is in PwC's US State and Local Public Sector practice. She has industry and consulting experience in the non-profit and public sectors, focusing on grants administration, change management, program and project management, training development and delivery, and business process improvement. Rachel has disaster recovery experience and has managed teams to provide strategic program management services to the Housing Program at the NYS Governor's Office of Storm Recovery.

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### Relevant Project Experience

- For the State of New York, Rachel helped to transform the process for disbursing applicant payments within the CDBG-DR Housing recovery program by streamlining key steps in the process and by helping to establish a strong project management function. Her work focused on change management and business process improvement and included current state and gap analyses, business requirements for system updates, UAT testing, end to end training strategy and facilitation, procedure documentation, and change management and communications support.
- For the State of New York, Rachel provided project management and change management support for a departmental restructuring that resulted in a successful transition to a more stable, operations driven operating model. Her work included current state and gap analyses, client workshops focused on future state visioning, transition roadmaps and implantation support, communications and leadership plans, and the delivery of new organizational charts and staff duty statements.
- For the State of New York, Rachel provided grants administration and operations support to the Rental Properties and Condominium/Cooperative Programs of the CDBG-DR Housing recovery program. Her work included supporting the development and implementation of policies, procedures, and processes for processing and distributing funds to Program applicants. She worked with the Client to develop processes and procedures that maintained compliance with Federal regulatory requirements while prioritizing efficiency and customer service.

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### Education

- MBA, NYU Stern School of Business
  - MA, Jewish Art and Visual Culture, Jewish Theological Seminary/Columbia University
  - BA, Summa Cum Laude, Jewish Studies, University of Maryland, College Park
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### Amy Chen

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Amy is in PwC's US State and Local Public Sector practice. She has industry and consulting experience in the non-profit and public sectors, focusing on outreach, program evaluation, operations management, business process improvement, performance management, and integrity monitoring. Amy has disaster recovery experience and has managed teams to provide quality assurance and strategic program management services to the Infrastructure Program at the NYS Governor's Office of Storm Recovery.

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### Relevant Project Experience

- For the State of New York, Amy provided integrity monitoring services and program management support for the Economic Development and Infrastructure programs. For the Economic Development program, she developed quality assurance and quality control (QAQC) review procedures and a template for consistent reporting, and provided recommendations for improving the quality of applications. For the Infrastructure program, she provided oversight of QAQC reviews and compliance monitoring of applications, and supported a program tasked with administering over \$300M in CDBG-DR funds. To prepare the program for monitoring visits and audits, she developed risk assessments, sampling methodologies, and standard operating procedures, and led a team of reviewers to validate applications and identify observations. In addition, she has provided project management support to guide day-to-day priorities and special projects aimed at maintaining compliance with federal regulations.
- For the New York City Department of Parks and Recreation, Amy supported the launch and rollout of a program to increase efficiency and improve planning of agency operations. She developed, analyzed, and reported on key performance indicators to field and administrative staff. Through field observations, institutional knowledge, and performance management data, Amy built staffing models to advise various departments on their staffing needs.
- For a Non-Governmental Organization, Amy integrated Monitoring and Evaluation fundamentals into existing programs and conducted a qualitative assessment of their success in meeting long-term development goals. She designed a survey to evaluate media freedom and interviewed journalists and government officials for a needs assessment on information sharing and budgetary transparency.

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### Education

- MA, International Affairs, Columbia University
- BA, Magna Cum Laude English, University of California, Los Angeles

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### Brook Barbour



Brook is a Manager in PwC's Public Sector Practice focusing on delivering emergency management, capital projects and infrastructure, and program management solutions to federal, state, and local governments. He has 16 years professional experience leading teams, including project management experience in commercial and healthcare construction, international supply chain and U.S. military logistics. His experience also includes operational planning, administration, interagency coordination, material requirements planning, purchasing and procurement, contract management, budget control, and process development/implementation.

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### Relevant Project Experience

- For Superstorm Sandy, Brook managed a team providing oversight of the administration of a \$235M federal block grant, including collaboration with eight New York State agencies to develop and implement project controls, track program financials, monitor risk, provide quality assurance reviews of contracts and claims, monitor overall program performance, and conduct reporting to the NYS Governor's Office and U.S. Health and Human Services.
- For NYS Governor's Office of Storm Recovery, Brook led the effort to perform program management and integrity monitoring services for the State's Superstorm Sandy response. Brook managed a team of 20 consultants and subcontractors to support the office in administering the CDBG-DR program, helping design

processes and providing integrity monitoring and quality assurance services. He had worked across CDBG-DR programs including - housing, infrastructure, small business, administration, operations, and monitoring & compliance.

- For the New York State Division of Homeland Security and Emergency Services, Brook led the current state assessment and development of logistics policies and procedures for the deployment, tracking and demobilization of NY State emergency response assets, development of a procurement surge staff program and emergency procurement and procedures documents, and the establishment of backdrop contracts for equipment and supplies to manage mass casualty, HAZMAT, flooding, hurricane and other natural disasters.

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### Education

- BA, International Studies, Virginia Military Institute

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### Stephanie Cheong



Stephanie Cheong is in PwC's US State and Local Government practice. She works with public sector clients providing project management, change management, operational and organizational strategy, and technology implementation services. She has also provided change management services, including communications strategy and planning and trainings to support disaster recovery efforts at the New York Governor's Office of Storm Recovery.

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### Relevant Project Experience

- For the State of New York, Stephanie supported the Housing Recovery Program's organizational restructuring and business process redesign to help the Program more efficiently issue payments to applicants. She provided change management services, including communications strategy and plans, user acceptance training development and delivery, and overall stakeholder engagement support. She also identified staff roles and responsibilities within the new structure, created duty statements and an organization chart to define ownership of tasks and provide accountability to each team.
- For the State of New York, Stephanie project managed a cross-functional collaboration project that provided operational improvements on the applicant payment process for the Housing Recovery Program. She worked as a liaison between the business and support units to support a successful roll-out of the technology process improvement tools. She led the UAT efforts to confirm the functionality and the usability of the tools, and provided recommendations for future enhancements. She created business procedure documents, training plans and communications guides, which supported her roll out hands-on training sessions to gain stakeholder buy-in and trust.
- For the State of New York, Stephanie led a quality assurance and controls (QA/QC) workstream for Superstorm Sandy efforts. In this capacity, she led a team to conduct complex document reviews for compliance and completeness and provided observations and reporting to client staff. She also created procedure documents and trained a team of State staff to conduct quality assurance reviews.

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### Education

- MS, Public Policy and Management, Carnegie Mellon University
- BA, Social Science and International Studies, University of California, Irvine

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### Zachary Halfon



Zachary Halfon is PwC's US State and Local Public Sector practice. He has served a range of industries including public sector, healthcare, telecom, retail and banking. Zach has focused primarily on Project Management, Program and Portfolio Management, and Organizational Change Management initiatives for large scale system and technology implementations.

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### Relevant Project Experience

- For a large Australian Government agency implementing one of the country's first personally controlled electronic health record systems, Zach mobilized the PMO for the project by defining and deploying the project processes, standards, and technology to be leveraged by 90 employees throughout the implementation.
- For a major US Federal Government agency, Zach led a geographically diverse project team to test the ERP systems developed to facilitate a major tax benefit program, were functioning as designed before deploying the solution nationwide.
- For a global financial institution, Zach led the Project Portfolio Management (PPM) function for the Infrastructure Project Delivery department to help ensure consistent methods, processes, and reporting structures were executed by project managers across a portfolio of 16 project initiatives. Zach served as the liaison between the US and foreign branches to identify strategic endeavors, and he led multiple IT initiatives through all phases of the solutions delivery lifecycle as a project manager.
- For one of the largest pharmaceutical benefit management (BPM) organizations in the US, Zach served as the change management communication lead for ensuring impacted personnel received critical and timely messaging through appropriate channels during a multi-billion dollar merger.
- For the Department of Health and Social Services for a large US State government, Zach served as the project manager to oversee the design and development of several system enhancements to an existing child welfare system.

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### Education

- BS, Business Administration, The University of Colorado at Boulder

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### Jack Ramsey, P.E.



Mr. Ramsey has more than 20 years of experience in the planning, design and construction management of water and wastewater systems, including preliminary engineering reports, feasibility studies, line layout, hydraulic design, lift and booster station design, water storage tank design, water and wastewater treatment plant design and rehabilitations, preparation of construction documents and specifications, preparation of permit applications and coordination with regulatory and funding agencies.

Mr. Ramsey has worked on projects ranging in size from \$10,000 to over \$40 million. They include everything from single water line extensions to large-scale advanced technology wastewater treatment plants.

Mr. Ramsey has been recognized by the American Registry of Outstanding Professionals as well as Cambridge Who's Who in the field of water and wastewater engineering. He has also written several articles that have been published in the WV Rural Water Association's Quarterly. Mr. Ramsey also served as the Planning Director for the Town of Winfield Planning Commission from 2003 to 2007.

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### Relevant Project Experience

- City of Glenville: Wrote the facilities planning report for a wastewater treatment plant upgrade, which included a sequencing batch reactor (SBR), belt filter press, additional clarification, and headworks as well as

the collection system extension to various areas of the City and to the proposed \$100 million Federal Prison. Total estimated project cost \$7,500,000.

- City of Paden City: Performed a Sanitary Sewer Evaluation Study (SSES) on the entire wastewater treatment and collection system. Study included system mapping, Closed Circuit Television (CCTV) of over 15 miles of collection line, evaluation of problem areas and corrective measures, cost estimates, and report preparation.
- Moorefield / Hardy County Wastewater Authority: Performed the design and permitting of the regional wastewater collection system project that includes installation of approximately 4,000 LF of 24-inch gravity sewer pipe and over 20,000 LF of 14-inch and 18-inch force main. This system will convey wastewater from all of Moorefield, the Pilgrim's Pride industrial facility and portions of Hardy County to the new Regional WWTP.
- City of Paden City: Design and construction management of a 500 GPM air stripping water treatment plant and water s Green Valley Glenwood PSD: Planning and design for the water treatment plant upgrade and new raw water in- take system, including purchase of the Dr. Dan Hale reservoir. The water plant upgrade consists of increasing the capacity from 600 gpm to 2,000 gpm by installing new pre-sedimentation basins, new filters, replacing all pumps, expansion of the underground clearwell and other improvements at the facility. The raw water intake consists of a floating barge station with vertical turbine pumps and over 16,000 LF of 16" water line.
- Town of Fort Gay: Construction management of a water treatment plant upgrade that included a new raw water pump station, settling tank, pumps, and piping. Total project cost \$400,000.
- Town of Hartford: Planning and design of the water distribution system improvements which includes replacement of the entire distribution system including all valves, hydrants and meters with a connection to the Town of New Haven system rehabilitation. Total project cost \$2,500,000.

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## Education

- B.S. Civil Engineering Technology, West Virginia Institute of Technology, 1994
- Registered Professional Engineer in West Virginia, Ohio, and Virginia

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## Richard Roberts, P.E.



Water/Wastewater utility engineer/manager with over 30 years of progressively responsible experience. Registered Professional Civil Engineer in West Virginia. Class I-S wastewater license. Former Class II water operator. Extensive experience in project planning, funding, design, bidding and construction. Nearly 20 years experience in utility management. Responsible for all aspects of a large Public Service District's operations including financial planning, budgeting, operation, maintenance, environmental compliance and testing, project planning and implementation, and regulatory over site and compliance. Supervisory experience of up to 40 employees. Major role in the development of a "county wide plus" regional water/wastewater utility. Experienced in the acquisition, upgrade and/or replacement of failing water and wastewater utilities.

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## Relevant Project Experience

Responsible for the development and implementation of multiple water and wastewater projects in various areas of West Virginia. Duties include project planning, funding, design, permitting, bidding and construction. Extensive experience with virtually all water and wastewater project funding agencies/programs including: WVJDC, SCBG, ARC, EDA, WDA, SRF, DWTRF, RUS, AML and private lending institutions. A partial listing of recent projects is as follows:

- Logan County PSD Upper Little Harts Creek Water Extension
- Logan County PSD Marsh Fork Water Extension



- Logan County PSD Big Harts Phase I Water Extension
- Logan County PSD Frances Creek Water Extension
- Town of Gilbert Slabtown Water Extension
- Town of Gilbert Horsepen/Gilbert Creek Water Extension
- Town of Gilbert Browning Fork Water Extension
- E. Wyoming PSD Covel Water Extension
- Mingo County RDA King Coal Hwy Water and Sewer Extensions
- Mingo County RDA Mingo Co. H.S. Water and Sewer Extensions
- Lubeck PSD Lake Washington Wastewater Extension
- Town of Matewan Red Jacket Wastewater Upgrade
- Marshall County Sewerage District Mozart Wastewater Extension Project
- Queen Shoals PSD Water System Upgrade and Extension
- City of Williamson Wastewater Improvement Project
- Lincoln PSD Lower Mud River Water Extension
- McDowell Co. PSD Jaeger Regional Sewer Project
- Town of Chapmanville Water System Upgrade Project

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#### **Education**

- MS, Public Policy and Management, Carnegie Mellon University
  - BA, Social Science and International Studies, University of California, Irvine
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#### **Cassandra “Cassie” A. Humphreys, CPA, CGMA**



Cassie A. Humphreys, CPA is a Senior Manager in the Accounting and Auditing Department with ACT. Cassie has over nine years of audit and accounting experience in various industry niches including manufacturing, financial institutions, employee benefit plans and other non-profit organizations. Cassie also has extensive compliance audit experience with non-profit organizations that have been recipients of multiple and diverse Federal financial assistance.

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#### **Relevant Project Experience**

- Cassie graduated magna cum laude from West Virginia Wesleyan College in Buckhannon, West Virginia with a Bachelor of Science Degree in Accounting and a Master of Business Administration in 2007.
- Cassie is a Member of the West Virginia Society of Certified Public Accountants and the American Institute of Certified Public Accountants. Cassie is also a Chartered Global Management Accountant.
- As a manager with the accounting and auditing services group, Cassie works on external financial statement audits for financial institutions, manufacturing, non-profit entities, consulting engagements and employee benefit plans. In her tenure, Cassie has also been a leader on engagements involving HUD, Single Audit, and Yellow Book compliance audit work.

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#### **Education**

- B.S. Accounting, West Virginia Wesleyan College
  - Masters of Business Administration, West Virginia Wesleyan College
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**Justin T. Schumaker, CPA**

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Justin T. Schumaker, CPA, is a Manager in the Accounting and Auditing General Services Group of Arnett Carbis Toothman LLP. With over ten years of accounting experience, his background includes providing audit and advisory services to various industry niches including health care, manufacturing, construction, retail; as well as governmental and other non-profit organizations.

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**Relevant Project Experience**

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- Justin is a graduated Cum Laude from Saint Vincent College with a Bachelor of Science in Accounting. He is a member of the American Institute of Certified Public Accountants, West Virginia Society of Certified Public Accounts, and Healthcare Financial Management Association.
- As a manager in the accounting and auditing services group, Justin works on external financial statement audits, including Single Audits, the Yellow Book, and HUD audits. He also provide clients with consulting services relating to complex accounting transactions, regulatory compliance, financial reporting, internal controls, and various regulations that affect the health care and nonprofit industries.

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**Education**

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- B.S. Accounting, Saint Vincent College
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**Kayla S. Conneway, CPA, MPA, CGMA**

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Kayla Conneway is a Manager in the Accounting and Auditing Department with ACT. Kayla has over 5 years of audit and accounting experience with her focuses being in healthcare and nonprofit auditing. Kayla's experience includes financial statement audits and Single Audit compliance audits, as well as other attestation work such as reviews, compilations and various agreed upon procedures engagements.

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**Relevant Project Experience**

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- Kayla is a graduate of West Virginia University with a Bachelor of Science in Business Administration with a concentration in Accounting and a Master of Professional Accountancy. She is a Certified Public Accountant and Chartered Global Management Accountant.
- She is a member of the West Virginia Society of CPAs and the Central Chapter of WVSCPAs, which she is both past president and treasurer. She remains on the board of directors. Kayla is also a member of the American Institute of Certified Public Accountants (AICPA).

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**Education**

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- B.S. Business Administration, West Virginia University
  - Masters of Professional Accountancy, West Virginia University
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**Tasha L. K. Anteroock, CPA**

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Tasha Anterock is a Senior Manager with Arnett Carbis Toothman LLP and has been with the ACT for over thirteen years. Her focus has been providing services tailored to meet the specific needs of our nonprofit clients, including foundations, charitable organizations, social services organizations, relief organizations, religious organizations, health care organizations, and HUD funded entities. Tasha's experience includes financial statement audits, including Yellow Book and Single Audit compliance audits; reviews; compilations; employee benefit plan audits; financial reporting; as well as various agreed-upon procedures.

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### Relevant Project Experience

- Tasha serves as a member of ACT's Accounting and Auditing Committee whose functions include providing internal continuing education instruction, quality review of financial statements, implementation of new audit and accounting standards, and establishing best practices. As a member of this committee, Tasha is one of the individuals who oversees compliance with provisions of the Single Audit Act, the Yellow Book, and HUD audits, including those in accordance with the HUD Consolidated Audit Guide.
- Tasha is a graduate of Slippery Rock University where she received a Bachelor of Science degree in Business Administration with a concentration in Accounting. She is a member of the American Institute of Certified Public Accountants (AICPA) and the Pennsylvania Institute of Certified Public Accountants (PICPA). Tasha also represents ACT as a member of the Healthcare Financial Management Association (HFMA) and LeadingAge PA – An Association of Pennsylvania Not-for-profit Senior Services.

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### Education

- B.S. Business Administration, Slippery Rock University
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### Jack H. Lynn



Jack H. Lynn is a Manager with Arnett Carbis Toothman's Health Care and Nonprofit Client Services Teams, and has been with ACT for five years. Jack's background includes over fifteen years of public accounting experience which consists of financial statement audits, reviews, compilations, for-profit and not-for-profit tax preparation, HUD compliance audits, and compliance audits that are in accordance with government auditing standards. His focus is on providing a high level of service to meet the specific needs of our health care and nonprofit clients through an audit-based approach.

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### Relevant Project Experience

- Jack has advised clients in areas such as compensation, employee health care benefits, analysis and collectability testing of accounts receivable, grant management reimbursement analysis, and the design of account and data processing systems. He has a successful track record of ensuring that organizations maintain compliance with regulations using his vast knowledge of federal and state funded programs. Jack has also represented ACT by speaking at various educational events regarding Yellow Book and OMB Single Audit compliance audits.
- Jack serves as a member of ACT's Audit and Accounting Committee and is one of the individuals who oversees compliance with provisions of the Single Audit Act, the Yellow book and HUD audits, including those in accordance with the HUD Consolidated Audit Guide. In addition to his roles at Arnett Carbis Toothman LLP, Jack also serves as the Treasurer for the Shenango Township Volunteer Fire Department and has been volunteering his services for almost 20 years to his community as an active firefighter.
- A graduate of Baldwin Wallace University, he earned a Bachelor of Arts degree in Business Administration, with an emphasis in Accounting. Jack is a representative to the Healthcare Financial Management Association (HFMA), where he serves on the board of directors and chairs its Membership Committee.

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### Education

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- B.A. Business Administration, Baldwin Wallace University
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### **Aaron Spence**



Aaron Spence is a Senior Associate in PwC's Capital Projects and Infrastructure practice, and has over six years of experience in construction project management, disaster recovery, design and construction oversight, and providing assessments of internal controls employed by contractors and project teams on large capital projects. Aaron specializes in process and quality reviews to evaluate contractor and project team compliance with contract provisions, project policies and procedures, and project deliverables. Aaron has experience reviewing procedures and assessing compliance in the following areas: design requirements, procurement, project budgeting and contingency management, contract administration, project team roles and responsibilities, change management, quality assurance and quality control, contingency management, and scheduling.

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### **Relevant Project Experience**

- For New York State, Aaron documented and monitored performance against overall governance structure, including roles & responsibilities and levels of authority for vendors. He evaluated organizational and procedural elements of the governance framework deployed to deliver the program and identified potential inefficiencies, including duplication of effort in vendor workflows, staffing, and scope. Aaron also assessed existing policies and procedures employed by GOSR, as well as their Construction, Case Management, QA/QC, and Environmental vendors. He identified risks to achieving program goals and propose governance enhancements to increase program efficiency and effectiveness while mitigating risks and Developed process flows to illustrate key stages of involvement and decision making. Aaron confirmed that metrics adequately reflect progress against program goals, supplement metrics where appropriate, and validate performance reflected in progress reports.
  - For American Recovery and Reinvestment Act of 2009 (ARRA), Aaron reviewed construction contract for compliance to required provisions. Verified vendor contracts contained language as required by ARRA. He also reviewed project documentation, including applications for payment, subcontractor certified payroll, and compliance documentation, including Buy-America waivers and Davis-Bacon certification letters.
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### **Education**

- BS, Mechanical Engineering, Drexel University
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# ***Appendix B: Terms & conditions***

PwC will perform the services in accordance with the Standards for Consulting Services established by the American Institute of Certified Public Accountants. Accordingly, PwC will not provide an audit or attest opinion or other form of assurance, and PwC will not verify or audit any information provided to PwC. Further, PwC will not be providing forensics services or legal or advocacy services of any kind. PwC's role is advisory only. The State is responsible for all management functions and decisions relating to this engagement, including evaluating and accepting the adequacy of the scope of the services in addressing its needs. The State is also responsible for the results achieved from using the services or deliverables, and it is the State's responsibility to establish and maintain its internal controls. The State will designate a competent member of its management to oversee the services. PwC expects that the State will provide timely, accurate and complete information and reasonable assistance, and PwC will perform the engagement on that basis.

PwC is a firm in the global network of separate and independent PricewaterhouseCoopers firms (exclusive of PwC, the "Other PwC Firms"). During its performance of the services, PwC may, in its discretion, draw on the resources of and subcontract to its subsidiaries, the Other PwC Firms and/or third party subcontractors (each a "PwC Subcontractor"), in each case within or outside of the United States. The State agrees that PwC may provide information PwC receives in connection with this engagement to each PwC Subcontractor to perform the services and/or for internal administrative and regulatory compliance purposes. PwC will be solely responsible for the provision of the services (including those performed by the PwC Subcontractors) and the PwC Subcontractors, their and PwC's respective partners, principals or employees (collectively the "Beneficiaries") shall have no liability or obligations arising out of this engagement. The State agrees to: (a) bring any claim or other legal proceeding of any nature arising from the services against PwC and not against the Beneficiaries; and (b) ensure or procure that the State's consolidated subsidiaries or affiliates receiving services under this engagement who the State binds to the resultant contract by its signature ("State's Subsidiaries") do not assert any such claim or other legal proceeding against PwC or the Beneficiaries. If any of the State's Subsidiaries receive services under this engagement, the State agrees to provide a copy of the resulting contract to such Subsidiaries, and the State will notify them that although PwC Subcontractors may interact with them, the delivery of the services is governed by the terms of the resultant contract (including the liability limitations therein), and the State's Subsidiaries should notify the State of any disputes or potential claims arising from the services. PwC disclaims any contractual or other responsibility or duty of care to any other subsidiaries or affiliates. While PwC is entering into the engagement on its own behalf, this provision also is intended for the benefit of each PwC Subcontractor.

# Appendix C: Required Forms

Rev. 04/14

## State of West Virginia VENDOR PREFERENCE CERTIFICATE

Certification and application\* is hereby made for Preference in accordance with *West Virginia Code*, §5A-3-37. (Does not apply to construction contracts). *West Virginia Code*, §5A-3-37, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the *West Virginia Code*. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Vendor Preference, if applicable.

1. **Application is made for 2.5% vendor preference for the reason checked:**  
\_\_\_\_ Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; or,  
\_\_\_\_ Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or 80% of the ownership interest of Bidder is held by another individual, partnership, association or corporation resident vendor who has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or,  
\_\_\_\_ Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; or,
2. **Application is made for 2.5% vendor preference for the reason checked:**  
\_\_\_\_ Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
3. **Application is made for 2.5% vendor preference for the reason checked:**  
\_\_\_\_ Bidder is a nonresident vendor employing a minimum of one hundred state residents or is a nonresident vendor with an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia employing a minimum of one hundred state residents who certifies that, during the life of the contract, on average at least 75% of the employees or Bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
4. **Application is made for 5% vendor preference for the reason checked:**  
\_\_\_\_ Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; or,
5. **Application is made for 3.5% vendor preference who is a veteran for the reason checked:**  
\_\_\_\_ Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; or,
6. **Application is made for 3.5% vendor preference who is a veteran for the reason checked:**  
\_\_\_\_ Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.
7. **Application is made for preference as a non-resident small, women- and minority-owned business, in accordance with *West Virginia Code* §5A-3-59 and *West Virginia Code of State Rules*.**  
\_\_\_\_ Bidder has been or expects to be approved prior to contract award by the Purchasing Division as a certified small, women- and minority-owned business.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) reject the bid; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

Under penalty of law for false swearing (*West Virginia Code*, §61-5-3), Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Bidder: PricewaterhouseCoopers LLP

Signed: Tricia Sheehan

Date: 10/20/2016

Title: Tricia Sheehan, Partner

STATE OF WEST VIRGINIA  
Purchasing Division

**PURCHASING AFFIDAVIT**

**MANDATE:** Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

**EXCEPTION:** The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

**DEFINITIONS:**

**"Debt"** means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

**"Employer default"** means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

**"Related party"** means a party, whether an individual, corporation, partnership, association, limited liability company or any other form of business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

**AFFIRMATION:** By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

**WITNESS THE FOLLOWING SIGNATURE:**

Vendor's Name: PricewaterhouseCoopers LLP

Authorized Signature: [Signature] Date: 10/19/16

State of District of Columbia

County of \_\_\_\_\_ to-wit: \_\_\_\_\_

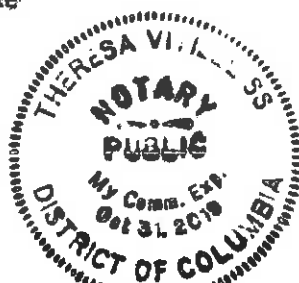
Taken, subscribed, and sworn to before me this 19<sup>th</sup> day of October, 2016.

My Commission expires 10/31, 2019.

AFFIX SEAL HERE

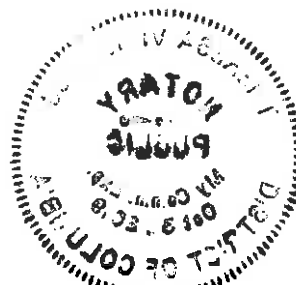
NOTARY PUBLIC [Signature]

Purchasing Affidavit (Revised 07/01/2013)



9. **Contract Manager:** During its performance of this Contract, Vendor must designate and maintain a primary contract manager responsible for overseeing Vendor's responsibilities under this Contract. The Contract manager must be available during normal business hours to address any customer service or other issues related to this Contract. Vendor should list its Contract manager and his or her contact information below.

**Contract Manager:** Riz Shah  
**Telephone Number:** (202) 730-4242  
**Fax Number:** (813) 329-0576  
**Email Address:** Riz.shah@pwc.com





**ADDENDUM ACKNOWLEDGEMENT FORM**  
**SOLICITATION NO.: CRFO HSE160000006**

**Instructions:** Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

**Acknowledgment:** I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

**Addendum Numbers Received:**

(Check the box next to each addendum received)

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6  |
| <input checked="" type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7  |
| <input checked="" type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8  |
| <input checked="" type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9  |
| <input type="checkbox"/> Addendum No. 5            | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Pricewaterhouse Coopers LLP

\_\_\_\_\_  
Company



Tricia Sheehan, Partner

\_\_\_\_\_  
Authorized Signature

10/20/2016

\_\_\_\_\_  
Date

**NOTE:** This addendum acknowledgment should be submitted with the bid to expedite document processing.

**DESIGNATED CONTACT:** Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

Tricia Sheehan, Partner  
\_\_\_\_\_  
(Name, Title)  
Tricia Sheehan, Partner  
\_\_\_\_\_  
(Printed Name and Title)  
300 Madison Avenue, New York, NY 10017  
\_\_\_\_\_  
(Address)  
(646) 471-4449  
\_\_\_\_\_  
(Phone Number) / (Fax Number)  
Tricia.sheehan@pwc.com  
\_\_\_\_\_  
(email address)

**CERTIFICATION AND SIGNATURE:** By signing below, or submitting documentation through wVOASIS, I certify that I have reviewed this Solicitation in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

PricewaterhouseCoopers LLP  
\_\_\_\_\_  
(Company)

 Tricia Sheehan, Partner  
\_\_\_\_\_  
(Authorized Signature) (Representative Name, Title)

Tricia Sheehan, Partner  
\_\_\_\_\_  
(Printed Name and Title of Authorized Representative)

10/20/2016  
\_\_\_\_\_  
(Date)

T: (646) 471-4449, (813) 329-0576  
\_\_\_\_\_  
(Phone Number) (Fax Number)

# State of West Virginia Administration of Federally Funded Disaster Grant Programs Cost Proposal (CRFQ HSE16000000006)

ORIGINAL



October 20, 2016

**Provided to:**

State of West Virginia  
Ms. Crystal Rink  
Department of Administration  
Purchasing Division  
2010 Washington Street East  
Charleston, WV 25305-0120

**Provided by:**

PricewaterhouseCoopers LLP  
Ms. Trish Sheehan  
Partner  
300 Madison Avenue, New York, NY 10017  
www.pwc.com

Taxpayer ID No. (TIN): 03-4008924

Notwithstanding any statements in the cover page in the Request for Quotation for Grant Monitoring and Audit Services (the "RFQ") issued by the State of West Virginia (the "State"), submission of this proposal is not an indication of PricewaterhouseCoopers LLP ("PwC") willingness to be bound by all of the terms presented in the RFQ. This proposal in response to the State's RFQ does not constitute a contract to perform services and cannot be used to warrant contractual agreement. Final acceptance of this engagement by PwC is contingent upon successful completion of PwC's acceptance procedures. Any engagement arising out of this proposal will be subject to negotiation of a mutually satisfactory engagement contract including modifications to certain RFQ terms and conditions and including our standard terms and conditions and fees and billing rates established. The firm, PwC also reserves the right to review any representations and certifications provided to the State and resubmit or update such information as appropriate after award. Given our past history of successfully negotiating mutually agreeable terms with other similarly situated public sector customers, we do not anticipate any difficulty in reaching a contractual agreement with the State that will enable us to provide the professional services which you are requesting while protecting the interests of both parties.

**pwc**

This proposal includes data that is proprietary and confidential to PricewaterhouseCoopers LLP and shall not be disclosed outside the recipient's organization and shall not be duplicated, used, or disclosed, in whole or in part, for any purpose other than to evaluate this proposal. However, if a contract is awarded to this offeror as a result of, or in connection with, the submission of these data, the recipient shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the recipient's right to use information contained in these data if they are obtained from another source without restriction. The data subject to this restriction are contained in specified pages/sheets herein.



Purchasing Division  
2019 Washington Street East  
Post Office Box 50130  
Charleston, WV 25305-0130

State of West Virginia  
Request for Quotation  
34 - Service - Prof

Proc Folder: 192035

Doc Description: ADDENDUM 4 GRANT MONITORING AND AUDITING SERVICES

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2016-10-12	2016-10-20 13:30:00	CRFQ 0606 HSE160000006	5

**BID RECEIVING LOCATION**

BID CLERK

DEPARTMENT OF ADMINISTRATION

PURCHASING DIVISION

2019 WASHINGTON ST E

CHARLESTON

WV 25305

US

**VENDOR**

Vendor Name, Address and Telephone Number:

PricewaterhouseCoopers LLP

300 Madison Avenue, New York, NY 10017

(646) 471-4449

**FOR INFORMATION CONTACT THE BUYER**

Crystal Rink

(304) 558-2402

crystal.g.rink@wv.gov

Signature X

FEM# 13-4008324

DATE 10/20/2016

All offers subject to all terms and conditions contained in this solicitation, as modified by bidder's proposal



State of West Virginia  
Ms. Crystal Rink  
Department of Administration, Purchasing Division  
2019 Washington Street East  
Charleston, WV 25305-0130

October 20, 2016

Dear Ms. Rink,

PricewaterhouseCoopers (PwC) is pleased to present our response to the State of West Virginia's ("State") request for qualifications for the administration of federally funded disaster grant programs (CRFQ HSE1600000006). We are confident that our deep knowledge of disaster grant programs, our extensive experience in working with other disaster recovery Grantees and sub-recipients around the country, and our broad expertise in grant administration, accounting, and engineering, make us the ideal partner for you in completing the recovery efforts in West Virginia.

Enclosed you will find our firm's professional fee estimate as requested in the RFP.

The success of the State of West Virginia in administering your disaster recovery grants is very important to us. To further demonstrate our commitment to the State of West Virginia, we've significantly discounted our standard rates. We are confident our team will provide the State with the best value for this important project.

Sincerely,


**PricewaterhouseCoopers, LLP**

**Riz Shah, Principal**  
1730 Pennsylvania Ave NW, Washington, DC 20006  
Riz.shah@pwc.com  
T: (202) 730-4242

**Tricia Sheehan, Partner**  
300 Madison Avenue, New York, NY 10017  
Tricia.sheehan@pwc.com  
T: (646) 471-4449

# Cost Proposal

<b>Exhibit A</b>			
<b>CRFQ HSE1600000006</b>		<b>Disaster Grant Monitoring and Auditing</b>	
<b>Position Title</b>	<b>Hourly Rate</b>	<b>Estimated Hours Per Project</b>	<b>Extended Amount</b>
Manager (Senior)	\$ 232	240	\$ 55,680
Supervisor	\$ 180	160	\$ 28,800
Accountant/Auditor (Team Lead)	\$ 155	40	\$ 6,200
Account Technician	\$ 120	40	\$ 4,800
Administrative Assistants	\$ 90	40	\$ 3,600
<b>Total Bid Amount</b>			<b>\$ 99,080</b>

<b>Bidder/Vendor</b>	PricewaterhouseCoopers LLP
<b>Contact Name</b>	Tricia Sheehan
<b>Address</b>	300 Madison Avenue, New York, NY 10017
<b>Phone Number</b>	(646) 471-4449
<b>Fax Number</b>	(813) 329-0576
<b>Email Address</b>	Tricia.sheehan@pwc.com
<b>Authorized Signature</b>	

**NOTES:**

- \* Quantities are estimated for bid evaluation purposes only.
- \*\* Estimated cost for bid evaluation purposes only.