



West Virginia Purchasing Division

2019 Washington Street, East
Charleston, WV 25305
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The following documentation is an electronically-submitted vendor response to an advertised solicitation from the *West Virginia Purchasing Bulletin* within the Vendor Self-Service portal at ***wvOASIS.gov***. As part of the State of West Virginia's procurement process, and to maintain the transparency of the bid-opening process, this documentation submitted online is publicly posted by the West Virginia Purchasing Division at ***WVPurchasing.gov*** with any other vendor responses to this solicitation submitted to the Purchasing Division in hard copy format.

Header @ 1

List View

General Information Contact Default Values Discount Document Information

Procurement Folder: 192035

SO Doc Code: CRFQ

Procurement Type: Central Master Agreement

SO Dept: 0606

Vendor ID: 000000177558

SO Doc ID: HSE1600000006

Legal Name: ERNST & YOUNG LLP

Published Date: 10/12/16

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Close Date: 10/20/16

Total Bid: \$116,120.00

Close Time: 13:30

Response Date: 10/20/2016

Status: Closed

Response Time: 12:23

Solicitation Description: ADDENDUM 4 GRANT MONITORING AND AUDITING

Total of Header Attachments: 1

Total of All Attachments: 1



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

**State of West Virginia
 Solicitation Response**

Proc Folder : 192035

Solicitation Description : ADDENDUM 4 GRANT MONITORING AND AUDITING SERVICES

Proc Type : Central Master Agreement

Date issued	Solicitation Closes	Solicitation Response	Version
	2016-10-20 13:30:00	SR 0606 ESR10201600000001786	1

VENDOR

000000177558
 ERNST & YOUNG LLP

Solicitation Number: CRFQ 0606 HSE1600000006

Total Bid : \$116,120.00 **Response Date:** 2016-10-20 **Response Time:** 12:23:30

Comments:

FOR INFORMATION CONTACT THE BUYER

Crystal Rink
 (304) 558-2402
 crystal.g.rink@wv.gov

Signature on File

FEIN #

DATE

All offers subject to all terms and conditions contained in this solicitation

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
1	MANAGER (SENIOR)	240.00000	HOUR	\$279.000000	\$66,960.00

Comm Code	Manufacturer	Specification	Model #
80000000			

Extended Description : MANAGER (SENIOR)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
2	SUPERVISOR	160.00000	HOUR	\$219.000000	\$35,040.00

Comm Code	Manufacturer	Specification	Model #
80000000			

Extended Description : SUPERVISOR

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
3	ACCOUNTANT/AUDITOR	40.00000	HOUR	\$198.000000	\$7,920.00

Comm Code	Manufacturer	Specification	Model #
80000000			

Extended Description : ACCOUNTANT/AUDITOR (TEAM LEAD)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
4	ACCOUNT TECHNICIAN	40.00000	HOUR	\$145.000000	\$5,800.00

Comm Code	Manufacturer	Specification	Model #
80000000			

Extended Description : ACCOUNT TECHNICIAN

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
5	ADMINISTRATIVE ASSISTANTS	40.00000	HOUR	\$10.000000	\$400.00

Comm Code	Manufacturer	Specification	Model #
80000000			

Extended Description :	ADMINISTRATIVE ASSISTANTS
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Quotation for Disaster Grant Monitoring and Auditing Services

West Virginia Division of Homeland Security and
Emergency Services, State of West Virginia

Solicitation No: CRFQ HSE1600000006

October 20, 2016



Building a better
working world



Ernst & Young LLP
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Charleston, WV 25301
ey.com

Ms. Crystal Rink
Department of Administration, Purchasing Division
2019 Washington Street East
Charleston, WV 25305
crystal.g.rink@wv.gov

October 20, 2016

Re: Request for Quotation for Disaster Grant Monitoring and Auditing Services

Dear Ms. Rink:

Ernst & Young ("EY") is pleased to submit this response to your Request for Quotation ("RFQ") to provide professional services for grant administration activities related to federally funded disaster grant programs to the State of West Virginia ("State").

We believe EY is well qualified to provide these services to the State. In response to the RFQ, you will find enclosed our background, qualifications, and approach to achieve the project objectives. This proposal highlights the advantages of using EY to assist the State in conducting these services, including:

- ▶ We have assisted grantees and subrecipients with financial recovery, oversight, and programmatic areas, including grants management, accounting, insurance, internal controls, program assessments, documentation requirements, disaster closeout, audit resolution, appeals, and a wide range of other services as a result of funding from disaster grant programs including Federal Emergency Management Agency (FEMA) Public Assistance (PA), Housing and Urban Development (HUD) Community Development Block Grant - Disaster Recovery (CDBG-DR), Federal Transportation Authority (FTA), property insurance and other funding sources.
- ▶ We bring a current perspective from working with our clients on many high-profile issues following Hurricane Sandy and the May 2015 severe storms and floods in Texas. Our team members have extensive experience with the requirements of the FEMA PA Program, 44 CFR, the Stafford Act, and the PA Alternative Procedures for both debris removal and permanent repairs authorized by the Sandy Recovery Improvement Act and codified in section 428 of the Stafford Act (also known as "Section 428 Alternative Procedures").
- ▶ Our team is currently working with the State of Texas to assist and monitor nearly 200 subgrantees with their recovery and mitigation efforts associated with six recent flooding disasters, including implementation of all aspects of the PA program and Section 428 Alternative Procedures. As a result, we understand the magnitude of issues associated with a flooding disaster and have the right experience and background to assist the State.
- ▶ Our team members have conducted hundreds of audits of FEMA grants and have conducted FEMA grant administration and program reviews of almost every State. Our professionals have managed disaster-related work in more than 40 states and all ten FEMA regions, including Region III. Therefore, our staff have the knowledge and experience to assist West Virginia to meet State and Federal requirements and identify and correct issues that could potentially affect funding.
- ▶ Our team includes:
 - ü A former Chief Financial Officer of FEMA and Assistant Department of Homeland Security (DHS) Inspector General for Emergency Management and Oversight
 - ü A former Inspector General of the Department of Homeland Security
 - ü A former State Director of Emergency Management

- ü Two former State Administrative Agents (SAA) and Governor's Authorized Representatives (GAR)
 - ü A former senior staff for the U.S. House of Representatives with lead responsibility for oversight of federal disaster programs
 - ü Certified Public Accountants and other forensic accountants with vast knowledge and experience assisting grantees and subrecipients with grant administration and monitoring of FEMA PA funding
- ▶ We have professionals who drafted and oversaw the drafting of numerous provisions of the Stafford Act and its implementing regulations (44 CFR), as well as FEMA manuals and guidance documents, including those regarding PA. These professionals have conducted oversight and investigations of FEMA programs, including the PA programs and appeals.
 - ▶ Our team combines former DHS, FEMA and DHS Office of Inspector General (OIG) senior executives with Certified Public Accountants, forensic accountants, finance professionals, construction managers, engineers and former insurance adjusters experienced in working with grantees and subrecipients through the financial recovery process. We have assisted clients with recovery from FEMA, insurance and other grant sources following a disaster and we understand how these and other sources of funding interplay with one another.
 - ▶ Our team's extensive knowledge and understanding of the complete FEMA PA process gives the State an advantage in maintaining a successful disaster recovery program.
 - ▶ As the State of West Virginia's external auditor, we have a unique knowledge of the State's practices, structure and processes. This knowledge will help us provide the right knowledge and resources to the State to assist in FEMA PA recovery.

We have reviewed the terms and conditions of the State's Request for Quotations for Disaster Grant Monitoring and Auditing Services (the "RFQ"), and are open to using the terms and conditions in the RFQ as a basis for finalizing the engagement agreement. We do have comments on those terms and can provide them if requested. As a general matter, a number of our proposed changes are necessary because Ernst & Young LLP is a member of the American Institute of Certified Public Accountants ("AICPA"), and therefore, all services provided by Ernst & Young LLP and its affiliates are subject to the independence and professional conduct rules of the AICPA. This analysis is based on our current level of understanding of the State's needs and, consequently, it is not intended to be an offer, and a binding agreement between us shall exist only upon execution of a mutually acceptable contract. We expect to resolve any differences, including any other issues that may arise while finalizing the definitive agreement, to our mutual satisfaction and are looking forward to the execution of a mutually acceptable contract.

If you have additional questions or need more information, please contact me at bradley.nichols@ey.com or 1-202-327-8719. Thank you for an opportunity to provide our qualifications to serve the State of West Virginia.

Yours sincerely,



Bradley Nichols,
Partner

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Ernst & Young LLP (the "US firm") is submitting this quotation to the State of West Virginia for disaster grant monitoring and auditing services. Information in these materials relating to our approach, methodologies or pricing is confidential and proprietary to Ernst & Young LLP and/or EY.

Mandatory Requirements

Requirement	EY Advantage	Quotation Page #
Section 3.1 Contract Mandatory Requirements		
Section 3.1.1 The vendor's proposed personnel will be required to maintain the qualifications and the standard background check during the term of this contract as well as any approved and executed renewals/extensions.	<ul style="list-style-type: none"> ▶ The EY team will maintain the qualifications and standard background check during the term of the contract and through any approved renewals or extensions. 	N/A
Section 3.2 Grant Monitoring		
Section 3.2.1 Vendor shall perform complex (journey - level) grant coordination, financial and programmatic compliance, technical assistance, and administration work to plan, organize and monitor federally funded disaster grants within the State of West Virginia.	<ul style="list-style-type: none"> ▶ The EY team includes former FEMA senior executives, CPAs and forensic accountants who have extensive experience assisting grantees and subrecipients with recovery, administration and monitoring of federally funded disaster grants, including FEMA PA. ▶ We bring a current perspective from working with our clients on many high-profile issues related to recent catastrophic disasters including the May 2015 severe storms and floods in Texas and Hurricane Sandy, including: preparing necessary documentation for recipients of federal funds to comply with Federal laws and regulations, including the Stafford Act, Post-Katrina Reform Act, Federal Code of Regulations (44 CFR), the Federal Acquisition Regulation (FAR); FEMA policies and procedures; all categories of Public Assistance, including 428 Alternative Procedures recently adopted under the Sandy Recovery Improvement Act of 2013; the HUD program and the FHWA program. ▶ Our team members will provide overall technical assistance and support to subrecipients, assist in identifying eligible projects, and coordinate the development of project worksheets (PWs) and versions as required by West Virginia and FEMA, including scope changes. 	All
Section 3.2.2 Vendor will conduct applicant briefings and other outreach and training activities, ensure grant applications are processed properly, and monitor both the programmatic and financial aspects of awarded projects.	<ul style="list-style-type: none"> ▶ Our team is currently working with the State of Texas to assist more than 200 subgrantees with their recovery and mitigation efforts associated with six recent flooding disasters, including implementation of all aspects of the Public Assistance program and Section 428 Alternative Procedures for debris removal and permanent work. Therefore, the EY team has the necessary background and skills to meet with applicants to assess the status of projects, costs eligibility, timeline and work steps needed to process and complete open projects. ▶ We will conduct training on the FEMA process, including PWs and mitigation options, for applicants and State employees, including best practices to address the disaster recovery process. ▶ We will hold regular follow-up meetings with applicants to monitor progress against work steps, timing of project close out, and review of awarded projects. 	6, 16 - 18
Section 3.2.3 Vendor shall ensure deadlines are met, applications or other documentation are complete and correct before submission to federal authorities, that monitoring activities are conducted in accordance with the project guidelines, and payment requests are promptly and correctly processed.	<ul style="list-style-type: none"> ▶ We will establish a database and tracking system for all disaster grants; the system will track the status of each grant and cross-reference to supporting files and documentation. This tracking database will allow us to assist the subrecipients and WVDHSEM to meet all deadlines and advise the State in promptly processing submissions and payment requests. 	16 - 18

Requirement	EY Advantage	Quotation Page #
Section 3.2.4 Vendor will review progress reports, payment requests and provide guidance and assistance to grant recipients on documentation requirements and resolution of project related problems.	<ul style="list-style-type: none"> ▶ Our professionals have managed disaster-related work in more than 40 states and all FEMA regions, including Region III, which will provide the State with the right background and experience to assist in the timely and efficient review of progress reports, payment requests and providing assistance to subrecipients on documentation requirements and remediation of any issues that may potentially affect future funding. 	16 - 18
Section 3.2.5 Vendor shall perform budget monitoring and project site inspections, and document progress and/or completion of projects, causes for delays in project completion from established timelines, or deviations from the scope of work to ensure procurement and contracting compliance.	<ul style="list-style-type: none"> ▶ The EY team has a strong working knowledge of and extensive hands-on experience with all aspects of FEMA Public Assistance Grant Programs, as well as other federal disaster funding, including PW preparation, site visits, and inspections, and we will assist the State and subrecipients to account for, monitor and support projects in compliance with the rules and regulations. ▶ As part of EY's grant monitoring approach, we will perform budget monitoring and project site inspections and will assist subrecipients and the State to identify and correct issues that could potentially affect the overall closeout process and risks of funding. 	16 - 18
Section 3.2.6 Vendor will assist local jurisdictions with requests for project extensions or project change requests, if needed.	<ul style="list-style-type: none"> ▶ Several of our team members, while with the DHS OIG, have managed and issued multiple comprehensive assessments related to various aspects of FEMA's PA programs, including appeals, debris removal, and the overall FEMA PA program. We understand the key issues related to appeals and project change requests and have the subject matter experience to assist the State and its subrecipients with these items. We have assisted applicants with project extensions, such as those required by 44 CFR 206.204(d) as well as project worksheet changes and appeals. ▶ As part of EY's grant monitoring approach, we will advise subrecipients on all facets of the appeals process and assist with identifying and compiling relevant information to support appeal decisions. 	16 - 18
Section 3.2.7 Vendor shall provide reports related to assigned projects, by sub recipient, and by project.	<ul style="list-style-type: none"> ▶ We have a field-proven approach to collect, organize, and analyze data, and develop and maintain tracking systems. This approach is carried out and tracked for each subrecipient and each individual project from initial project development to project completion and closeout. ▶ We will prepare reports (progress, financial cash transaction and budget) by subrecipient and by project utilizing a project database that will assist the State in monitoring projects and overall funding status. We will provide these reports weekly, or as requested, by the State. 	16 - 18
Section 3.2.8 Vendor will identify and flag potential duplicate service contacts and provide for fraud, waste, and abuse identification and remediation.	<ul style="list-style-type: none"> ▶ The EY team blends together former FEMA senior executives with CPAs and forensic accountants who are experienced in reviewing for, identifying and flagging potential instances of fraud, waste and abuse. ▶ We will utilize our tracking tool and database for compliance assessments to review service contracts and assist with the identification of areas for potential fraud, waste and abuse. 	16 - 18
Section 3.3 Compliance Review Tasks		
Section 3.3.1 Vendor shall performs financial compliance reviews of sub-recipient projects, which will entail examining sub-recipient support documentation for sub grant expenditures, evaluating compliance with relevant statues, regulations and OMB circulars and grant agreements and report the results.	<ul style="list-style-type: none"> ▶ Our team members have conducted hundreds of audits and reviews of FEMA grants, and have conducted FEMA grant administration and program reviews of almost every State. ▶ We will leverage our professionals' extensive experience working with FEMA, state and local governments, and non-profits on compliance assessments and closeout procedures to assist the subrecipients and the State meet federal requirements for project cost accounting, inclusion of requisite documentation, and compliance with regulations. 	18 - 22

Requirement	EY Advantage	Quotation Page #
Section 3.3.2 Vendor shall identify and flag potential duplicate service contacts and provide for fraud, waste, and abuse identification and remediation.	<ul style="list-style-type: none"> ▶ The EY team blends together former FEMA senior executives with CPAs and forensic accountants who are experienced in reviewing for, identifying and flagging potential instances of fraud, waste and abuse. ▶ We will utilize our tracking tool and database for compliance assessments to review service contracts and assist with the identification of areas for potential fraud, waste and abuse. 	18 - 22
Section 3.3.3 Vendor will provide reports related to assigned projects	<ul style="list-style-type: none"> ▶ We have a field-proven approach to collect, organize, and analyze data, and develop and maintain tracking systems. This approach is carried out and tracked for each subrecipient and each individual project from initial project development to project completion and closeout. ▶ We will prepare reports on the status of projects, completion and funding, by subrecipient and by project. 	18 - 22
Section 3.4 Audits and Other Administrative Tasks		
Section 3.4.1 Vendor shall perform reviews of sub-recipient audits and make recommendations for needed improvements in sub-recipient project administration to address audit findings as warranted.	<ul style="list-style-type: none"> ▶ Our team members have conducted hundreds of audits and reviews of FEMA grants, and have conducted FEMA grant administration and program reviews of almost every State. We are familiar with the common issues and findings and will help the State identify and resolve potential issues. ▶ We will assist the State and subrecipients prepare for audits and resolve audit findings, including preparation of supporting documentation, resolution of compliance and eligibility issues and development of corrective action plans. 	18 - 22
Section 3.4.2 Vendor will perform peer review analysis on projects assigned to other contractors or agency staff.	<ul style="list-style-type: none"> ▶ The EY approach includes grant monitoring and compliance assessments that will review all applicable documentation, including performing assessments of reviews and analyses performed by other contractors of agency staff, in order to provide an accurate, consistent, and complete assessment of documentation. 	16 - 22
Section 3.4.3 Vendor will identify and flag potential duplicate service contacts and provide for fraud, waste and abuse identification and remediation.	<ul style="list-style-type: none"> ▶ The EY team blends together former FEMA senior executives with CPAs and forensic accountants who are experienced in reviewing for, identifying and flagging potential instances of fraud, waste and abuse. ▶ We will utilize our tracking tool and database for compliance assessments to review service contracts and assist with the identification of areas for potential fraud, waste and abuse. 	16 - 22
Section 3.4.4 Vendor will assist in training agency staff and in conducting programmatic policy and procedure reviews.	<ul style="list-style-type: none"> ▶ Our team includes former DHS, FEMA and DHS OIG senior executives, forensic accountants, finance professionals, construction managers, engineers and former insurance adjusters experienced in working with grantees and subrecipients through the FEMA financial recovery process and in delivering training and conducting programmatic policy and procedure reviews. ▶ We bring the right resources to the State to be able to provide relevant and necessary training to agency staff, as needed, for all aspects of federal disaster grant administration and monitoring. 	15
Section 3.4.5 Vendor will provide sub-recipient assistance to include the development of appropriate project financial controls and reports.	<ul style="list-style-type: none"> ▶ As we perform the grant monitoring and compliance assessments of subrecipients, we will assist subrecipients to identify areas for improvement for project financial controls and reports. 	16 - 22
Section 3.4.6 Vendor will provide reports related to assigned projects.	<ul style="list-style-type: none"> ▶ We will prepare reports on the status of projects, completion and funding, by subrecipient and by project. We will provide these reports to the State weekly, or as requested. 	16 - 22

Requirement	EY Advantage	Quotation Page #
Section 3.4.7 WVDHSEM anticipates that the majority of the Grant Monitoring Tasks work (section 3.2) will be versed technical and administrative staff under the supervision of the grants/accounting staff and managed by certified public accountants - auditors or accountants - will be versed in governmental accounting principles, particularly those related to Federal Grant disaster awards.	<ul style="list-style-type: none"> ▶ The EY team includes former FEMA senior executives, CPAs and forensic accountants who have extensive experience assisting grantees and subrecipients with recovery, administration and monitoring of federally funded disaster grants, including FEMA PA. ▶ We will work with WVDHSEM to staff projects and work properly based on staff qualification needed for the work with the appropriate oversight. 	11 - 13
Section 3.5 Qualifications		
Section 3.5.1 Vendor qualifications must accomplish the Services identified in this solicitation. The Vendor must have a minimum of five (5) years' experience and an understanding of the nature of the work required as a Grant Monitor. The Vendor must have appropriate credentials and experience regarding the services under this solicitation. Grant Monitoring Activities will be performed by staff in the following categories: <ol style="list-style-type: none"> 1. Manager (Senior) 2. Supervisor 3. Accountant/ Auditor (Team Lead) 4. Account Technician 5. Administrative Assistants 	<ul style="list-style-type: none"> ▶ EY has been providing FEMA Public Assistance and other disaster recovery services to public sector entities, at all levels of government, for the last 20 years. ▶ The EY team proposed to provide the services to the State has the necessary credentials and experience to provide disaster grant monitoring services to West Virginia. ▶ We are currently assisting the State of Texas with grant administration and monitoring associated with recent flooding disasters. We understand the issues specific to flooding disasters and will provide the State with the right knowledge and team for these services. ▶ We have provided personnel and pricing for the staff categories requested by the State. 	6, 11 - 13, 29
Section 3.5.2 Partner Time for routine grant monitoring activities would be extremely limited and should be included in overhead of normal rates for other staff for this area.	<ul style="list-style-type: none"> ▶ We confirm that Partner time for routine grant monitoring activities will be limited and is included in the overhead of rates for other staff in this area. 	N/A
Section 3.5.3 Compliance reviews of sub-recipient projects and other special projects or assignments may require more involvement by certified professionals and therefore partner review.	<ul style="list-style-type: none"> ▶ The EY team includes CPAs experienced with assisting grantees and subrecipients with recovery, administration and monitoring of federally funded disaster grants, including FEMA PA. These professionals, along with the Engagement Partners, will be available to provide additional time and assistance with compliance reviews. 	N/A
Section 3.5.4 This Vendor must provide with their bid, a minimum of three (3) references from similar projects. Identified shall include: <ol style="list-style-type: none"> A. project begin and end dates B. contact name, e-mail (if available), and telephone number. C. brief description of deliverables D. scope of work performed. 	<ul style="list-style-type: none"> ▶ Three references from similar projects are provided with the required information requested. 	26 - 27
Section 3.5.5 Grant Monitoring will include travel throughout the State of WV based on grant projects. The specific locations may vary. Vendors must have the necessary abilities to travel and the financial resources to provide the services on an as needed, and/or as requested basis.	<ul style="list-style-type: none"> ▶ Through our vast resources, EY is able to respond efficiently within 24 hours of notification from the State with experienced staff to provide FEMA PA program and disaster recovery services throughout the State of West Virginia. ▶ The EY team will utilize our office located in Charleston, WV as our main place of operations unless it is desired by the State to be on site at their offices. ▶ We confirm that our team members are willing and able to travel throughout WV as needed. 	N/A
Section 3.5.6 Vendors should provide with bid, evidence of a minimum of five (5) years of past work history on Grant Monitoring	<ul style="list-style-type: none"> ▶ EY has been providing FEMA Public Assistance recovery, grant monitoring, and other disaster recovery services to public sector entities, at all levels of government, for the last 20 years. 	6

Introduction & Executive Summary

Why EY?

- ▶ We bring a current perspective from working with our clients on many high-profile issues related to recent catastrophic disasters including the May 2015 severe storms and floods in Texas and Hurricane Sandy, including: preparing necessary documentation for recipients of Federal funds to comply with Federal laws and regulations, including the Stafford Act, Post-Katrina Reform Act, Federal Code of Regulations (44 CFR), the Federal Acquisition Regulation (FAR); FEMA policies and procedures; all categories of Public Assistance, including 428 Alternative Procedures recently adopted under the Sandy Recovery Improvement Act of 2013; the HUD program and the Federal Highway Administration (FHWA) program.
- ▶ Our team is currently working with the State of Texas to assist and monitor more than 200 subgrantees with their recovery and mitigation efforts associated with six recent flooding disasters, including implementation of all aspects of the Public Assistance program and Section 428 Alternative Procedures for debris removal and permanent work.
- ▶ Our team is also assisting the State of Texas with the compliance reviews for the closeout of FEMA grants resulting from various past presidentially declared disasters, including Hurricane Ike. Work includes performing reviews of the FEMA grants provided to numerous subgrantees for compliance with FEMA rules and regulations which includes the review of the procurement of contracts, supporting documentation, force account labor, materials and equipment, application of insurance proceeds and sample testing of transactions for the substantiation of costs. The subgrantees consist of a variety of local counties, city and municipal government and FEMA eligible not-for-profit entities, including utility districts, metropolitan transit authorities, and parks and wildlife applicants.
- ▶ Our team is currently assisting one of the largest single subgrantees in New York with all aspects of their financial recovery as a result of Hurricane Sandy, including FEMA public assistance, 406 mitigation, property insurance, the development of hazard mitigation (HMGP), and FEMA 428 alternative grant funding assistance. This work involves working closely with FEMA and NY Division of Homeland Security & Emergency Services to assist the client with initial Project Worksheet (PW) development, review, gathering and tracking of all storm related cost documentation, filing extensions and appeals for various PWs and cost categories, and assisting in gathering the necessary supporting documentation for the client's A-133 audit. Additionally, work includes providing assistance related to FEMA procurement compliance for all work associated with the subgrantee's 406 mitigation.
- ▶ Our team's extensive knowledge and understanding of the FEMA PA process gives you an advantage in maintaining a successful disaster recovery program. Several of our team members, while with the DHS OIG, have managed and issued multiple comprehensive assessments related to various aspects of FEMA's PA programs including appeals, debris removal, and the overall FEMA PA program. A sample of the reports issued by our team members include:

EY key differentiators:

- Dedicated emergency management and disaster recovery practice
- Extensive hands-on experience in PW preparation, site inspections, cost documentation review, project extension requests, appeals, mitigation proposals, closeout and audits
- Inside out perspective: deep knowledge of federal disaster grants from inception to closeout from our executive experience at FEMA and DHS
- End-to-end financial recovery solution: includes grant management, financial management, appropriate supporting documentation, internal controls, program assessments, risk management, financial and performance monitoring, disaster closeout, audit resolution and appeals
- Relevant experience: we have worked in more than 40 states and all FEMA regions, including Region III
- Deep understanding of state and local policy implications when working with federal grants and executive experience acting as SAA and GAR, representing the interest of the State
- Experience with FEMA 428 Alternative Procedures, including assisting one of the current largest applicants for this program

- ü DHS OIG report titled "Assessment of FEMA's Public Assistance Program Policies and Procedures" issued on December 8, 2009.
 - ü DHS OIG report titled "Opportunities to Improve FEMA's Disaster Closeout Process" issued in January 2010.
 - ü DHS OIG report titled "FEMA's Oversight and Management of Debris Removal Operations" issued in February 2011.
 - ü DHS OIG report titled "Opportunities to Improve FEMA's Public Assistance Appeals Process" issued in March 2011.
- ▶ Our professionals have managed disaster-related work in more than 40 states and all FEMA regions, including Region III.
 - ▶ EY has a strong working knowledge of and extensive hands-on experience with all aspects of FEMA Public Assistance Grant Programs and the Hazard Mitigation Grant Program including PW preparation, site visits, and inspections, as well as the development of hazard mitigation proposals.
 - ▶ We bring the right knowledge and experience to assist West Virginia to meet State and Federal requirements and identify and correct issues that could potentially affect funding. We bring a vast understanding of how to navigate the recovery process and work with local, state, federal and private sector partners. Our professionals have also acted as State Administrative Agent and Governor's Authorized Representative for multiple federal disaster declarations.
 - ▶ We have professionals who drafted and oversaw the drafting of numerous Stafford Act provisions, related laws and its implementing regulations (44 CFR), including those on the PA, Individual Assistance (IA) and Hazard Mitigation Grant Programs. Our team includes former senior program attorneys at FEMA who have decades of experience providing advice to and working with the PA and IA programs.
 - ▶ Our team includes experienced disaster professionals who have worked side by side with FEMA, state and local emergency management officials before, during and after disasters. Our professionals have managed and worked with state officials in state emergency operations centers (EOCs) and joint field offices (JFOs).
 - ▶ Our professionals have extensive experience training clients on the requirements of the FEMA Public Assistance Program, 44 CFR, the Stafford Act, and Section 428 of the Sandy Recovery Improvement Act.

Our firm

The earliest of our founding firms, Arthur Young, was founded in 1894 and began doing business in 1989 under the name of Ernst & Young following the merger of Ernst & Whinney and Arthur Young. Globally, our 200,000 people in 150 countries operate under common professional, ethical and independence standards. This uniformity promotes consistent performance aligned, worldwide, with our Firm's practices and standards, methodologies and policies. Our infrastructure is supported by industry experience, clearly articulated engagement roles and leading methodologies.

EY has been providing FEMA Public Assistance and other disaster recovery services to public sector entities, at all levels of government, for the last 20 years.

Local presence

EY's Central Region consists of 17 offices and more than 3,300 professionals. It includes offices in Pennsylvania, West Virginia, Ohio, Kentucky, Michigan, Indiana, Illinois, Missouri, Wisconsin, Iowa, Minnesota and Nebraska.

Our EY office in Charleston, WV employs nearly 70 personnel. Professionals in this office provide advisory, assurance, tax and transaction services to leading organizations across the State of West Virginia. We will use this office as our main place of operations unless it is desired by the State to be on site at their offices. Our office is approximately two miles from WV's Division of Homeland Security and Emergency Management (WVDHSEM). This will help to efficiently and effectively facilitate in person discussions and meetings in order to assist West Virginia with recovery and requirements for the State and FEMA, and be available when necessary for meeting support.

Through our vast resources, EY is able to respond efficiently within 24 hours of notification from the State with experienced staff to provide disaster grant monitoring and auditing services.

Knowledge & Understanding of West Virginia

As the State of West Virginia's external auditor, we have a unique knowledge of the State's practices, structure and processes. In addition, our team includes a former Maryland State Executive Director of Emergency Management, who was a FEMA Region III regional state with the State of West Virginia. He brings years of senior level engagement experience with the State of West Virginia including:

- ▶ Providing operational assistance to the State of West Virginia during disaster declarations
- ▶ Serving as a member of the FEMA Region III Risk Advisory Committee and Regional Interagency Security Committee
- ▶ Collaborating with WVDHSEM leadership on local, state, regional, and national homeland security and emergency management issues
- ▶ Serving on several subcommittees with WVDHSEM staff including the National Emergency Management Association

This knowledge will help us provide the right understanding and resources to the State to assist in the disaster grant monitoring services.

Our practice

EY's Insurance & Federal Claims Services practice is a group of professionals dedicated to assisting governmental, nonprofit and corporate entities to expedite financial recovery and mitigation after catastrophic loss through FEMA, other federal disaster grant programs and insurance claims. We combine our experience in financial recovery with our deep knowledge of grant programs to assist our clients in identifying the available financial recovery and mitigation options. We then use this experience to assist our clients in applying for and using recovery and mitigation funding, with a constant eye on complying with the associated legal, regulatory and programmatic requirements.

We offer experienced disaster management and claims professionals who are adept at assisting organizations recover quickly by applying proven methodologies in disaster management. We have assisted clients with recovery from FEMA, insurance and other grant sources following a disaster, and we understand how these and other sources of funding interplay with one another.

Our professionals provide clients with decades of FEMA and insurance claims experience along with established processes, methodologies and technology to assist local governments in managing the financial function of large disaster recovery and mitigation programs, assemble claims efficiently and achieve their recovery goals. We provide our clients the right perspective and experience in the insurance recovery and review process so that proceeds are received from the appropriate funding sources and all FEMA and insurance requirements are met.

Our team includes former DHS, FEMA and DHS OIG senior executives, forensic accountants, finance professionals, construction managers, engineers and former insurance adjusters experienced in working with grantees and subrecipients through the FEMA financial recovery process.

From the initial kickoff meeting until project closeout, our focus is on the end goal: assisting applicants not only to identify eligible costs on the front end, but also to assist in retaining those funds through closeout and any subsequent reviews or audits.

Focus on current issues and compliance

It is critical that recipients of federal disaster funds spend those dollars appropriately, as the DHS Office of Inspector General (OIG) and other Federal Offices of Inspector General will continue to scrutinize compliance and project eligibility issues.

Our extensive knowledge and understanding of the FEMA PA process gives you an advantage in maintaining a successful disaster recovery program. Failure to comply with applicable laws and regulations can result in sizable refunds and increased scrutiny by oversight organizations. We have worked on dozens of presidentially declared disasters to assist grantees and subrecipients to properly account for disaster relief funds, comply with applicable requirements, and obtain reimbursement for response and recovery projects. Along with this experience, EY brings a wealth of FEMA institutional knowledge to the process to assist the State in expediting its disaster recovery process.

"It's not just how much you get on the front end, it's also what you are able to document and keep on the back end"

Qualifications

Extensive disaster recovery knowledge and understanding

The disaster grant monitoring services will require extensive understanding of the Stafford Act, 44 CFR, Federal Acquisition Regulations, FEMA policies and guidelines, OMB Circulars (2 CFR), and a myriad of other emergency management laws, as well as practical experience in related disaster programs administered by FEMA. It will require intimate knowledge of local disaster recovery activities unique to West Virginia, requirements imposed by FEMA, and federal laws and regulations governing the receipt and disbursement of disaster funds. In addition, the project will require extensive knowledge in the following areas, where EY can assist:

Knowledge we bring to West Virginia

- Stafford Act
- 44 CFR
- OMB Circulars A-21, A-87, A-102, A-110, A-122, A-133 (all now incorporated in 2 CFR part 200)
- Sandy Recovery Improvement Act of 2013 including Alternative Procedures for debris removal and permanent work
- Grants Management, Financial Management, Internal Controls
- FEMA policies, practices and guidelines
- Federal & State Cash Management
- Insurance Claims Recovery
- Engineering technical assistance
- Disaster programs administered by FEMA, e.g., Public Assistance, including debris removal, Individual Assistance, Hazard Mitigation & NFIP
- Other Federal and State laws, regulations and guidelines
- Generally Accepted Government Auditing Standards (Yellow Book)
- Federal Acquisition Regulations
- E-grants management systems
- Cost Estimating Format and RS Means
- Single Audits in accordance with OMB Circular A-133

Our team members have conducted hundreds of audits of FEMA grants, including reviews of internal controls and accounting systems used by States and subrecipients. In addition, our experienced staff have conducted FEMA grant administration and program reviews of almost every State. These reviews include PW accounting, scope of work review, alternate projects, improved projects, emergency protective measures, debris removal, State and subrecipient drawdown activity, the systems used to account for disaster funding, Section 324 Management Costs and Direct Administrative Costs, appeals and project closeout. Therefore, our staff have the knowledge and experience to assist West Virginia to meet State and Federal requirements and identify and correct issues that could potentially affect funding.

While other firms have experience in one or a couple of these areas, EY has extensive experience in *all* of these areas. Our deep knowledge of all available programs will allow us to help the State identify the best recovery and rebuilding options, apply for and use recovery funding, and comply with the myriad of legal and regulatory requirements. We will use our experience with disaster management programs and thorough understanding of the roles of each organization under the National Response and Recovery frameworks and the Stafford Act, coupled with our financial and insurance industry experience, to successfully assist the State to achieve its disaster program goals.

Construction advisory skills

The EY team combines not only deep programmatic federal disaster funding knowledge and financial/accounting acumen, but also brings technical backgrounds to deal with highly technical engineering and construction related issues.

EY's Construction and Real Estate Advisory Services (CREAS) team is the largest integrated real estate and construction practice of any professional services firm worldwide. We routinely provide advisory services across the capital project lifecycle on behalf of owners, developers, contractors, lenders, insurers and users. Our clients have included many major public sector owners, including numerous state, city, and local agencies and authorities, for whom we have successfully supported the effective and efficient oversight, control and monitoring of large-scale, complex capital programs and construction initiatives involving grant funding.

The CREAS team includes engineers, architects and certified project managers with practical industry experience in design, construction management, project management and project controls. The staff have extensive experience working on programs and projects with a wide variety of scope, including commercial buildings, institutional buildings, roads, bridges, utilities, transportation infrastructure and drainage.

We can utilize the qualifications and subject matter resources from CREAS as needed, such as for assistance associated with site inspections and damage assessments.

Leadership / Subject matter experience

Matt Jadacki – Former Assistant IG for Emergency Management Oversight with the DHS

The EY engagement team will be led by Matt Jadacki. Matt has more than 33 years of experience in Federal grants management and FEMA project management. In his most recent position before joining EY, he was the Assistant Inspector General for Emergency Management Oversight with the DHS. He was responsible for providing aggressive and ongoing audit and oversight efforts designed to confirm that disaster relief funds were spent appropriately, while identifying fraud, waste and abuse early. The office focus was weighted heavily toward prevention, including reviewing internal controls and monitoring and advising DHS and FEMA officials on grants, contracts and loans.

Along with his oversight role at FEMA and DHS OIG, he was also the Chief Financial Officer at FEMA and the National Weather Service. As the CFO of FEMA, he was responsible for all grants management activities in the Agency. While working for FEMA and the DHS OIG, he conducted hundreds of grant audits at the State and local levels and conducted comprehensive reviews of FEMA's grants management operations within the Agency.

Matt also served as the Special Inspector General for Gulf Coast Hurricane Recovery in the aftermath of Hurricane Katrina. In this capacity, he was responsible for coordinating and reporting on the receipt and expenditure of over \$100 billion in Federal aid for Hurricane Katrina recovery operations. He was instrumental in establishing the Hurricane Katrina Fraud Task force, composed of Federal, State and local law enforcement officials focused on preventing fraud, waste and abuse of disaster relief funds.

Matt has successfully managed disaster operations throughout the United States, including Hurricane Sandy, Hurricane Katrina, the Northridge Earthquake, Midwest flooding, Hurricane Andrew and the September 11, 2001, terrorist events. He has provided expert testimony before both Houses of Congress more than 30 times on a number of disaster management issues.

Richard Skinner – Former Inspector General of DHS

Richard served as the Assistant Inspector General for Audits and Deputy Inspector General at FEMA between 1991 and 2003 and as the Inspector General of DHS between 2004 and 2011. During his time as IG of DHS, he coordinated the OIG community's oversight of Hurricane Katrina. He brings more than 42 years of extensive experience in identifying vulnerabilities in government programs and management support operations and facilitating excellence in government by recommending needed performance and management improvements. He is a subject matter resource on Federal, State, and local government and private sector financial management, grants management, acquisition management and IT management, as well as homeland security, emergency management, inspector general, audit/inspection and law enforcement matters.

In his more recent experience, Richard served as the Vice-Chairman of the Recovery and Transparency Board (RATB). The RATB was created to oversee nearly \$800 billion in Recovery Act funds to prevent fraud, waste, and abuse, and to foster transparency and accountability by providing the public with accurate, user-friendly information. Richard also served as the chair of the Board's Accountability Committee. The Accountability Committee created the forensic analytic tool used by the Board to screen and identify high risk subgrants, and to assist OIG audits and investigations of recovery fund recipients.

Ken Mallette- Former Executive Director of the Maryland Emergency Management Agency

Ken Mallette was selected as the Executive Director of the Maryland Emergency Management Agency and was appointed as the Maryland State Administrative Agent (SAA) for all DHS grants. He was Governor O'Malley's Authorized Representative (GAR) for all funding decisions related to federally declared disasters and was the Governor's senior advisor related to all disaster management issues in Maryland.

Ken is a recognized public and private sector leader in homeland security and crisis/emergency management.

Michael Herman - Former Legislative and Regulatory Counsel at FEMA and Senior Counsel for the US House of Representatives, Committee on Transportation and Infrastructure, Emergency Management Subcommittee

Michael brings more than two decades of experience working closely with emergency managers. He is the former Legislative and Regulatory Counsel at FEMA and Senior Counsel for the US House of Representatives, Committee on Transportation and Infrastructure, Emergency Management Subcommittee. Michael drafted and oversaw the drafting of numerous Stafford Act provisions, related laws and its implementing regulations (44 CFR), including those on the Public Assistance, Individual Assistance and Hazard Mitigation Grant Programs. As Senior Counsel to the Emergency Management Subcommittee, Michael also drafted the most recent authorization of the Pre-Disaster Mitigation Program and conducted oversight and investigations of FEMA programs, including the Public Assistance program, the Individual Assistance program, and the Hazard Mitigation Grant Program.

During his tenure at FEMA, Michael was deployed to disasters around the nation (including as a member of FEMA's National Emergency Response Teams, FEMA ERT-N (now Incident Management Assistance Teams [IMAT]) and provided advice to Federal, State and local officials implementing the PA and IA programs. He also managed FEMA's field attorneys who were deployed in the field to disasters nationwide. Finally, Michael served as the lead attorney for the disaster declaration unit where he reviewed numerous preliminary damage assessments from states across the country.

Our team

The following section contains an overview of the experience of the key individuals selected to serve you. The individuals will be involved in the engagement to varying degrees as needed for the required services.

Team member	Experience
<p>Matt Jadacki Executive Director</p>	<p>Matt brings more than 33 years of public service as a senior executive with the Federal government. The past 20 years were devoted to FEMA and disaster-related activities. He has managed compliance and performance audits of emergency management programs in almost every State and FEMA region. Matt has worked on dozens of major disasters, including Hurricanes Sandy, Katrina and Andrew, the Northridge earthquake, the Columbia shuttle crash and the Midwest floods. During his tenure at the Department of Homeland Security Office of Inspector General, Matt managed several comprehensive projects which performed assessments of numerous emergency management programs.</p> <p>Matt is currently serving as the Program Manager to assist several grantees and subrecipients with grant recovery, monitoring and mitigation efforts from FEMA, insurance, CDBG-DR and other funding sources.</p>

Team member	Experience
Bradley (BJ) Nichols Partner	BJ has assisted dozens of clients with the preparation, presentation and resolution of their FEMA and insurance claims resulting from catastrophic hurricanes, tornadoes, earthquakes, fires, floods and other catastrophes. He has assisted numerous subrecipients and grantees with their successful FEMA and disaster recovery funds as a result of numerous disasters and, most recently, Hurricane Sandy. BJ has assisted clients with the appeals process related to various PW cost categories and has worked with FEMA to complete the requested extensions and appeals. He also has experience training clients on the requirements of the FEMA Public Assistance Program, 44 CFR, the Stafford Act, and Section 428 of the Sandy Recovery Improvement Act.
Richard (Rick) Skinner Subject Matter Resource <i>First Senate confirmed Inspector General of the Department of Homeland Security</i>	Rick has extensive experience identifying vulnerabilities in government programs and management support operations and facilitating excellence in government by recommending needed performance and management improvements. As the first Senate confirmed Inspector General of the DHS, Rick was responsible for conducting, coordinating, and supervising all audits and inspections of departmental programs and operations, as well as all criminal and civil investigations involving departmental employees; detecting and preventing fraud, waste, and abuse; and promoting economy, effectiveness, and efficiency within the department. Additionally, Rick led the DHS OIG community's oversight of the Federal government's response to Hurricane Katrina, which exceeded \$100 billion in grants, contracts, and loans.
Ken Mallette Manager (Senior) / Subject Matter Resource	As the Executive Director of the Maryland Emergency Management Agency, Ken was a senior public safety advisor to the Governor and coordinated the state's preparation, response and recovery efforts. In this role, Ken was the Governor's Authorized Representative (GAR), State Coordinating Officer (SCO), and State Administrative Agent (SAA) of all DHS/FEMA grants. Ken has extensive experience advising and assisting clients on issues related to disaster preparedness, response, and recovery services.
Michael (Mike) Herman Manager (Senior) / Subject Matter Resource	Mike brings extensive experience providing policy, programmatic and strategic analysis and guidance to government agencies, non-profit organizations, trade associations and businesses on emergency management programs. In addition to leading the Legislative Regulatory and Policy Team in FEMA's Office of General Counsel, Mike provided legal counsel to program officials throughout the Agency on all phases of emergency management. He also served as Senior Counsel for the US House of Representatives, Committee on Transportation and Infrastructure, Emergency Management Subcommittee, where he drafted legislation, conducted investigations and oversight and served as counsel for hearings on emergency management plans, programs and practices.
Marisa Wiethe Manager (Senior)	Marisa has significant experience assisting subrecipients, grantees and corporations with complex FEMA, CDBG-DR and insurance claims. Following federally declared disasters, Marisa has assisted grantees and subrecipients of FEMA and CDBG-DR funding with financial recovery, mitigation, oversight, and programmatic areas, including grants management, accounting, insurance, program assessments, disaster closeout, documentation requirements, appeals, and a wide range of other services.
Elizabeth Filipek Supervisor	Elizabeth has extensive experience assisting subrecipients, grantees, and corporations with FEMA funding including recipients of Public Assistance and Homeland Security Grant Program funding, CDBR-DR, and insurance funding. She has assisted clients in a variety of industries through their disaster recovery and management of the insurance claim process. Her recent experience includes assisting clients with some of the largest insurable and public assistance losses resulting from Superstorm Sandy and Hurricane Katrina.
Kara Gagliardo Accountant / Auditor (Team Lead)	Kara has assisted clients with their FEMA public assistance, including 406 and 404 funding, Community Development Block Grant Disaster funding and the preparation, presentation, and settlement of property insurance claims.

Team member	Experience
Brenna Seredinsky Accountant / Auditor (Team Lead)	Brenna has assisted clients with their FEMA public assistance, including 406 and 404 funding, Community Development Block Grant Disaster funding, and the preparation, presentation, and settlement of property insurance claims.
Evelyne Burr Account Technician	Evelyne has worked on a variety of engagements within the practice including assisting with insurance and federal disaster recovery services, compliance monitoring within the Life Sciences industry, and anti-bribery and anti-corruption services.

See Appendix A for full resumes.

Key staff experience and qualifications

The following section contains years of experience and qualifications of the key individuals selected to serve you. The individuals for this engagement will vary as needed for the required services.

Team Member	Relevant Certification	Relevant Years of Experience	Areas of Technical Experience & Knowledge				
			Former FEMA / State Senior Executive	FEMA PA Program	HUD CDBG-DR	Insurance Claims	Training on FEMA PA, Stafford Act, 44CFR
Matthew Jadacki	CPA, CGFM	33	✓	✓	✓	✓	✓
Bradley (BJ) Nichols	CPA, CFE	10		✓	✓	✓	✓
Richard (Rick) Skinner		43	✓	✓	✓		✓
Ken Mallette		36	✓	✓	✓		✓
Michael Herman		25	✓	✓	✓		✓
Marisa Wiethe	CFE	7		✓	✓	✓	✓
Elizabeth Filipek	CPA, CFE	6		✓	✓	✓	
Kara Gagliardo	CPA	3		✓	✓	✓	
Brenna Seredinsky	CPA	3		✓	✓	✓	
Evelyne Burr	CPA	2		✓	✓	✓	

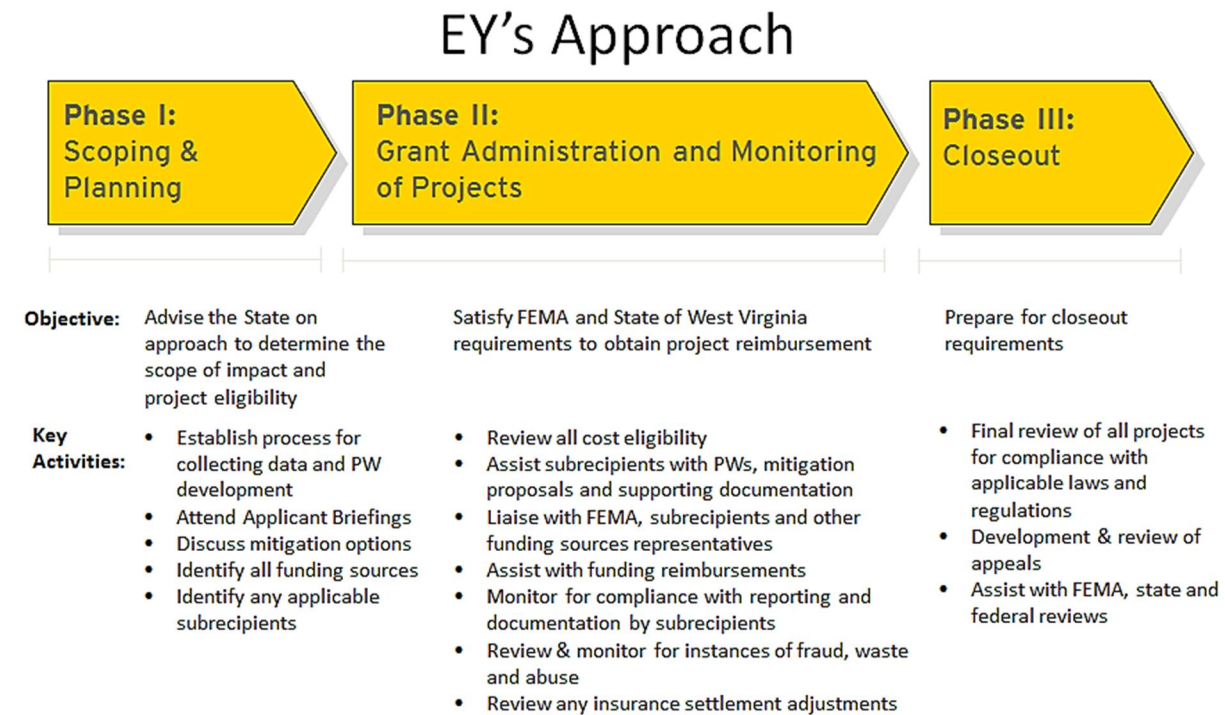
Approach

Field-proven approach

The methods that EY employs to assist applicants are designed to enhance the level of communication, documentation and proof of loss throughout the reimbursement process to (1) better prepare our clients to enter the closeout process and (2) mitigate the risk of losing funding that the Federal awarding agencies have already paid or obligated. We assist our clients throughout the process to meet Federal requirements, including preparing PWs; accounting for and reconciling project costs; attending and participating in site visits and inspections; determining whether work was conducted according to the terms and conditions of the grant; and confirming that the required documentation is included in the project file. EY also assists clients in identifying and correcting issues that could potentially lower the risk of deobligations, including identification of ineligible costs or questioned costs (e.g. costs lacking supporting documentation) and out of scope work.

We have a unique perspective in the development and management of projects under FEMA's PA Program. With experience reviewing and offering recommendations for improvement at all levels of government relative to the claims and reimbursement process, our practice has specialized capabilities that can assist the State. We have a field-proven approach to collect, organize, and analyze data, and develop and maintain tracking systems. This approach is carried out and tracked for each subrecipient and each individual project from initial project development to project completion and closeout.

Our team's overall approach is to start with what will be needed at closeout and work back to make sure that all of the required information is collected and a "clear path to eligibility" is identified. We have recently assisted several other applicants with their FEMA recovery process and suggest an approach similar to the diagram below for the State:



Phase I: Scoping and Planning

We like to begin with an all-hands kickoff meeting that includes all the major stakeholders and as many of the key client contacts in the various departments as possible. The purpose of this meeting is to introduce the team and begin to forge the relationships which will be so important to completing a successful recovery.

We can:

- Work with the State to understand costs that are eligible for reimbursement, whether via FEMA, insurance, HUD, FHWA or from other sources of funding
- Attend applicant briefings and kickoff meetings and provide additional guidance so the applicant is fully aware of eligibility and funding requirements
- Attend site visits with FEMA, WVDHSEM and subrecipient representatives, as necessary
- Review procurement procedures for compliance with federal, state and local procurement regulations
- Provide guidance with all document reporting requirements mandated by FEMA, HUD, FHWA and WV Division of Homeland Security and Emergency Management (WVDHSEM)
- Establish a database and tracking system for all disaster grants (or review the current system if already in place); the system will track the status of each subrecipient and each project, and cross reference to supporting files and documentation
- Assess the current existing plans, policies and procedures and assist with the development of new procedures
- Provide training, as needed, to the State and subrecipients

Key features of EY's approach that focus on the delivery of high-quality services:

- ▶ An emphasis on your end-to-end disaster recovery process. Based on our working understanding of your current processes and knowledge of the existing technology through our experience working with WV as the State's external auditor, we will be able to quickly identify potential risk areas associated with particular operations and processes, as well as communicate and develop client service objectives so you receive the benefits you expect.
- ▶ A project-based focus that allows us to quickly identify significant projects, high-risk areas and bottlenecks and bring the right resources to assist with identifying and flagging potential fraud, waste, and abuse. This will be achieved by encouraging consideration of operations and environmental aspects in deciding "what could go wrong," and by focusing attention on known areas of risk as identified by the OIG, Government Accountability Office (GAO) and other oversight entities. Our team's experience on both sides of the table gives us a unique perspective on the types of issues that can cause delays and unique perspectives on how to remediate them.
- ▶ A risk assessment process that provides the basis for planning the necessary steps to hold risk in each area to an acceptably low level. This enables us to plan our effort to be responsive to the likelihood of problematic issues and to plan increased oversight that directly relates to the State's particular situation. An effective risk management process will help to minimize the likelihood of future de-obligations.
- ▶ Once we have an understanding of the current process and issues, obstacles, roadblocks and specific bottlenecks that the State may be facing with its recovery, we will identify and analyze leading practices, including the use of IT solutions and staff augmentation, to help achieve your recovery goals.
- ▶ We will develop a protocol for periodic reporting, including "flash reports" on key indicators of performance, that will enable managers to monitor progress on important tasks, confirm that processes are working and meeting expectations, highlight problems at an early stage, identify strengths and weaknesses, target areas for improvement, and recognize improvements when they occur.

At the completion of Phase I, we will complete a detailed work plan that addresses not only timing but also potential staffing needs.

Phase II: Grant Administration and Monitoring of Projects

Once the various areas of loss, activity and grants have been identified, we will work with the identified leaders at the State to begin the process of grant monitoring and compliance tasks. This includes gathering and reviewing supporting documentation and contracts, and discussing specific issues and concerns with the State and subrecipients. Documentation can be gathered using a web-based tool that allows multiple parties to post documents to their specific area while also allowing our team and management to have access to each area to monitor progress and resolve issues. As the various Federal and State grant and assistance programs begin to take form, specific project plans, meetings and needs are also identified so that each program receives the unique form of support, oversight and assistance required to expedite and maximize recovery.

Flooding is the most common disaster event throughout the United States each year. However, floods pose unique issues for long term recovery for affected communities. Based on our experiences with past presidentially declared disasters, and specifically flood disasters, we work to proactively anticipate, assess, document, mitigate and monitor issues. Issues are monitored through an issues risk matrix and provided to the duly designated representatives when identified. Once we identify issues, we will work with the State to develop mitigation strategies specific to each task and subrecipient in order to implement and monitor the mitigation procedures.

Compliance with federal acquisition regulations, historic and environmental regulations, direct administrative cost rules and regulations, and alternative/improved project rules and regulations are just a few examples of key challenges that must be addressed early in the process, so as not to subject future funding to undue risk of denial.

We assist clients to obtain cash advances during this phase, including from FEMA and insurance. For example, FEMA's PA program anticipates that state and local agencies may need funds quickly in the aftermath of a disaster. FEMA has several programs to allow for funding beyond the types of advance funding provided under other Federal grant programs. These include Immediate Needs Funding (INF) and expedited payments. INF is a long standing FEMA procedure that provides funding for urgent emergency work that is complete and requires funding within 60 days. Expedited payments were added to the Stafford Act by Congress in 2006 and require payment of 50% of the estimated costs for debris removal within 90 days.

Common OIG audit findings:

- ▶ Poor contracting practices
- ▶ Unsupported costs
- ▶ Poor project accounting
- ▶ Duplication of benefits
- ▶ Excessive equipment charges
- ▶ Excessive labor and fringe benefit charges
- ▶ Unrelated project charges

We can:

- Coordinate development of PWs and versions as required by WVDHSEM and FEMA, including scope changes, appeals, and assistance with all FEMA PA Categories
- Assist the State in responding to FEMA document requests and questions
- Assist the State and subrecipients in obtaining and tracking funding, including obtaining advance payments on project worksheets
- Provide technical support on documentation and compliance requirements, including environmental issues, historical preservation issues, insurance issues and strategic approaches to Section 404 and 406 hazard mitigation grants
- Provide strategic assistance to address unique needs that are not satisfied by routine disaster assistance programs and assist with FEMA reimbursement for Alternate and Improved Projects
- Work with and provide oversight to subrecipients as needed to assist them through the process
- Prepare State and subrecipient personnel for meetings and attend meetings as needed with FEMA, WVDHSEM and other funding agencies
- Attend periodic status meetings with the State and provide a weekly flash report that summarizes recent accomplishments, project summary by subrecipient including total project costs and funding tracker, outstanding document requests/issues and key deadlines and deliverables

Grant Monitoring

During Phase II, grant monitoring tasks will focus on:

- ▶ Gathering and reviewing subrecipient grant projects and documentation
- ▶ Providing technical assistance and guidance to subrecipients
- ▶ Reviewing progress reports
- ▶ Identifying high risk projects for increased monitoring
- ▶ Providing training as needed to State staff and subrecipient contacts

EY will assist the State to meet their disaster grant administration goals and also assist the State to educate subrecipients' key contacts so they understand both the programmatic and financial requirements of federally funded disaster grants. These tasks include, but are not limited to, the following:

Sample Work Plan and Detailed Grant Monitoring		
Step 1	Meet with subrecipients to establish a grant monitoring plan and set expectations	<p>After initial applicant briefings and trainings are held in Phase I, EY will meet with subrecipients to:</p> <ul style="list-style-type: none"> ▶ Establish a grant monitoring plan that is tailored for the subrecipients' needs and satisfies the State's requirements ▶ Discuss specific issues or concerns with subrecipients based on project details and constraints ▶ Assist the subrecipients to identify all available funding and recovery options ▶ Communicate a detailed and efficient timeline to expedite the recovery process, while meeting financial and programmatic requirements ▶ Set expectations and establish key milestones the subrecipients are required to meet
Step 2	Monitor subrecipients grant applications and projects	<p>EY's grant monitoring tasks involve:</p> <ul style="list-style-type: none"> ▶ Communicating directly with the subrecipients to monitor deadlines and key milestones ▶ Determining whether projects are fully documented and supported before submission to FEMA and other funding agencies ▶ Working with the subrecipients and WVDHSEM to coordinate prompt payment requests and expedited receipt of funds ▶ Providing guidance and assistance to subrecipients on documentation requirements ▶ Working with subrecipients toward resolutions on unexpected project issues that may affect funding ▶ Performing budget monitoring, site inspections, and monitoring project progress to confirm subrecipients are meeting timeline milestones and projects are within the approved scope of work ▶ Performing reconciliations by subrecipient and by project, of the grant funding approved, received and anticipated from funding agencies, including insurance funds ▶ Assisting subrecipients with project extensions or change requests as needed ▶ Identifying and flagging potential duplication of benefits, such

Sample Work Plan and Detailed Grant Monitoring		
		<p>as with insurance recovery and other potential instances of fraud, waste and abuse and work with WVDHSEM to identify, implement and monitor remediation efforts</p> <p>EY will be the driver of the financial disaster recovery process for the State and subrecipients. We will assist the State to make sure critical deadlines are met, federally funded grant administrative items are complete and accurate, and subrecipients are fully educated and aware of grant requirements.</p>
Step 3	Prepare summarization of observations by subrecipient and project utilizing the electronic Monitoring Workbook	<p>Provide a factual summarization for each subrecipient and project reviewed which includes:</p> <ul style="list-style-type: none"> ▶ Detail of procedures performed ▶ Current status and next steps by subrecipient and project ▶ A summary of factual observations, including a reconciliation of grant funding approved, received, and anticipated from multiple sources of funding (e.g. FEMA, CDBG-DR, insurance, etc.) ▶ Proposed ongoing monitoring plans with timelines for subrecipients' projects, with emphasis on increased monitoring of high-risk projects to minimize risk of future deobligation ▶ Suggested areas of improvement for subrecipients' disaster grant programs in order to identify and mitigate potential issues with financial or programmatic compliance that may affect funding <p>EY will update the Monitoring Workbook from project kickoff to disaster closeout and provide updates to the State bi-weekly or as requested. This will assist the State to monitor subrecipients' projects in an organized, clear manner and provide much needed transparency in the State's disaster grant administration process.</p>

Compliance Assessment Tasks

During Phase II, compliance assessment tasks are focused on financial reviews of subrecipient projects. EY's review of projects will include:

- ▶ Compliance with laws and regulations
- ▶ Project accounting requirements
- ▶ Reviewing costs eligibility and appropriateness
- ▶ Identifying improper payments
- ▶ Flagging fraud, waste and abuse
- ▶ Other considerations such as insurance allocations

These are just a few examples of key areas which would be evaluated and summarized in an electronic format. EY's evaluation will begin as documentation is gathered and compiled. We plan to schedule a brief interview with the subrecipients' contacts in order to walk through the scope of their projects and gain a further understanding of the documentation provided. Below is our proposed work plan, including steps for the compliance assessments of the projects. These tasks include, but are not limited to, the following:

Sample Work Plan and Detailed Compliance Assessments		
Step 1	Schedule and hold brief interviews with subrecipient	Identify and discuss key issues and concerns with subrecipient contacts and develop an insider understanding of the projects, including:

Sample Work Plan and Detailed Compliance Assessments		
	contacts to walk through the scope of their projects and gain a further understanding of documentation	<ul style="list-style-type: none"> ▶ The amount of FEMA funds received per subrecipient ▶ The status of the PW – open, closed or in appeal ▶ The amount of the PW – small or large ▶ The category type of PW ▶ The types of cost categories – contracts, rentals, force account labor and equipment, etc. ▶ The type and amount of documentation available for review ▶ Amendments and time extensions ▶ De-obligations and appeals ▶ Other factors as determined by discussions with the State to be of interest or high risk
Step 2	Review of supporting documentation for project expenditures for compliance with federal and grant requirements	<p>Review project expenditures for compliance with applicable federal and state regulations, and FEMA grant requirements at the time of the disaster, including Title 44 of the Code of Federal Regulations, Title 2 of the Code of Federal Regulations and FEMA's 9500 Series Policy, FEMA's new Public Assistance Policy Guide, and other relevant statutes, regulations, OMB circulars and applicable grant agreements.</p> <p>Examples of project expenditures for review and sample transaction testing (where applicable):</p> <ul style="list-style-type: none"> ▶ Force Account Labor (FAL) ▶ Force Account Equipment ▶ Force Account Materials and Purchases ▶ Contracting <ul style="list-style-type: none"> ◦ Procurement ◦ Contracts and change orders ◦ Purchase orders, invoices and proof of payment ◦ Contract monitoring and oversight ▶ Rentals ▶ Direct Administrative Cost (DAC) ▶ Debris removal (Category A) ▶ Duplication of Benefits / Insurance Proceeds Allocation
Step 3	Prepare summarization of observations utilizing the electronic Compliance Workbook	<p>Provide a factual summarization for each project reviewed to include:</p> <ul style="list-style-type: none"> ▶ Detail of procedures performed ▶ A summary of factual observations, including potential compliance issues and risks for de-obligation of FEMA grant funds as well as potential duplicate service contracts ▶ Identification of potential fraud, waste and abuse ▶ Suggestions for corrective actions which the State and subrecipients may consider ▶ Recommendations to improve the State and subrecipients' FEMA grant compliance program in order to identify and mitigate issues before they occur and reduce the risk of potential future de-obligations, including recommended new or enhanced policies and administrative plans, internal controls, training, monitoring, etc.

Additional examples and details are provided for Step 2 and Step 3 below.

Step 2: Review of Supporting Documentation

Specific examples of the types of documentation and areas of evaluation undertaken as a part of Step 2 include:

Documentation Used During Evaluation	
Force Account Labor	<ul style="list-style-type: none"> Ⓟ Review payroll policy – e.g. exempt & non-exempt overtime & compensatory time off Ⓟ Fringe Benefit Rate calculations Ⓟ Employee HR documents Ⓟ Timesheet and proof of payments
Force Account Equipment	<ul style="list-style-type: none"> Ⓟ Equipment inventory lists and ownership documents Ⓟ Equipment rates claimed – local, State, or FEMA Ⓟ Equipment and operator logs Ⓟ May include related Force Account Labor testing
Force Account Materials and Purchases	<ul style="list-style-type: none"> Ⓟ Purchases <ul style="list-style-type: none"> - Procurement – policy, solicitations, RFP, bids, cost or price analysis - Purchase orders, invoices and proof of payments - Disposal records and salvage value Ⓟ Inventory documents – on hand and used
Contract	<ul style="list-style-type: none"> Ⓟ Procurement – policy, solicitations, RFP, bids, cost or price analysis Ⓟ Contract and change orders – fixed price, time & material, cost plus Ⓟ EPLS / Debarment Ⓟ Purchase orders, invoices and proof of payment Ⓟ Contract monitoring/oversight
Rentals	<ul style="list-style-type: none"> Ⓟ Rental policy Ⓟ Agreements/contracts Ⓟ Purchase orders, invoices, proof of payment Ⓟ Equipment and operator logs
Direct Administrative Costs (DAC)	<ul style="list-style-type: none"> Ⓟ Force Account Labor Ⓟ Management Group <ul style="list-style-type: none"> - Perform Contract and timesheet testing
Debris Removal (Cat A)	<ul style="list-style-type: none"> Ⓟ Perform Contract testing Ⓟ Load ticket testing Ⓟ Debris Contract Monitoring testing Ⓟ Truck Certification testing Ⓟ Salvage value
Insurance / Duplication of Benefits	<ul style="list-style-type: none"> Ⓟ Insurance policy – policy in effect during disaster and current policy Ⓟ Insurance deductible Ⓟ Insurance allocation by PW Ⓟ Proof of payment Ⓟ Signed Duplication of Benefits letter by subrecipient

Step 3 – Summary of Factual Observations

To facilitate step 3, EY has developed an electronic Compliance Workbook that allows us to capture the supporting documentation of project expenditures for compliance with Federal regulations and grant requirements as well as the summation of observations according to severity. EY will provide this summary of factual observations, including potential compliance issues and risks for de-obligation of FEMA grant funds, risks of fraud, waste and abuse, as well as recommendations to improve subrecipients' and the State of West Virginia's FEMA grant compliance program in order to identify and mitigate issues before they occur and reduce the risk of potential future de-obligations. Some example summaries are provided below. This electronic workbook is the compliance repository that will allow the State to see a detailed electronic record of the analysis performed.

SUMMARY OF FINDINGS		
Subgrantee: XXX		Funded at: 100 %
DR XX XX	PW XX	CAT A FEMA Approved: \$10,600,000.00 Claimed Amount: \$10,670,000.00
PW Scope: Debris Removal		
Finding & Description	Federal Regulation	Unsubstantiated Cost Amount
<p>A) Debris Monitoring Costs The category A costs on this PW were limited to debris monitoring costs. The subgrantee contracted XYZ Co. to provide debris monitoring services.</p> <p>The analysis of debris monitoring costs traced a sample of \$1,670,000 in invoice costs to timesheets. A difference of 103.50 hours totaling \$5,500 was observed.</p>	<p>2 CFR 225, Appendix A, section C.1 (j) - Costs be adequately documented to be allowable under a Federal award.</p> <p>44 CFR 13.20(a)(2) - Subgrantees have fiscal controls and accounting procedures that permit the tracing of funds to a level of expenditure adequate to establish that such funds are not used in violation of applicable statutes.</p> <p>44 CFR 13.20(b)(6) - Accounting records must be supported by such source documentation as cancelled checks, paid bills, payrolls, time and attendance records, contract and subgrant award documents, etc.</p>	\$5,500.00

SUMMARY OF FINDINGS		
Subgrantee: XXX		Funded at: 90 %
DR XX XX	PW XX	CAT E FEMA Approved: \$61,600.00 Claimed Amount: \$84,000.00
PW Scope: Repair and Replace damages sustained at school gym		
Finding & Description	Federal Regulation	Unsubstantiated Cost Amount
<p>A) Contract The subgrantee paid XYZ Co. for the replacement of fencing at the baseball and softball fields, tennis courts and water plant.</p> <p>The subgrantee did not provide sufficient evidence to demonstrate that it followed Federal procurement procedures when bidding this contract. In addition, the subgrantee provided documentation that was able to account for some of the costs claimed (\$13,000) but not all, such as additional labor and overhead fees which were claimed on the P.4 (\$24,000).</p>	<p>44 CFR 13.36(b)(1) - Grantees and subgrantees will use their own procurement procedures which reflect applicable State and local laws and regulations, provided that the procurement conform to applicable Federal law.</p> <p>44 CFR 13.36(c)(1) - All procurement transactions will be conducted in a manner providing full and open competition consistent with the standards of section 13.36.</p> <p>44 CFR 13.36(f) - Subgrantees must perform a cost or price analysis in connection with every procurement action including contract modifications.</p> <p>44 CFR 13.36(d)(1) - Obtain price or rate quotations from an adequate number of qualified sources if the subgrantee uses small purchase procedures.</p> <p>44 CFR 13.36(b)(2) - Subgrantees will maintain a contract administration system which ensures that contractors perform in accordance with the terms, conditions, and specifications of their contracts or purchase orders.</p> <p>44 CFR 13.20(a)(2) - Subgrantees have fiscal controls and accounting procedures that permit the tracing of funds at a level of expenditure adequate to establish that such funds are not used in violation of applicable statutes.</p> <p>2 CFR 225, Appendix A, section C.1(j) - Costs be adequately documented to be allowable under a Federal award.</p>	\$38,000.00

The primary goal of Phase II is to assist the State with administration of disaster grant funding and monitor subrecipients for completeness of documentation and support of funding received. Through this phase we will assist the State to identify and correct any potential instances of fraud, waste, and abuse, and work to prepare the State and subrecipients for closeout.

Phase III: Closeout

Federal, State and local government budgets are tight. Federal oversight of the receipt and disbursement of disaster recovery funding is significant and increasing. Another challenge is that grant recipients must account for Federal disaster funding on a project by project basis. More importantly, the State and subrecipients are required to establish controls and processes to account for these funds. EY's staff have conducted hundreds of reviews of FEMA grants, including reviews of internal controls and accounting systems used by both States and subrecipients. In addition, our experienced staff have conducted FEMA grant administration and program reviews of almost every State. These reviews include PW accounting, State and subrecipient drawdown activity, the systems used to account for the disaster funding, and project closeout.

We can assist with the closeout process by helping the State gather and provide the documentation necessary to meet federal requirements and comply with grant terms and conditions.

EY can support the State with closeout and FEMA cost recovery processes, including appeals, special requests for information, audit assistance, mitigation, and a variety of related activities. Finally, we will help the State prepare for audits and resolving audit findings, including preparation of supporting documentation, resolution of compliance and eligibility issues and development of corrective action plans.

Close Out
▶ Facilitate close-out process
▶ Prepare for FEMA and IG review and audit
▶ Identify and analyze FEMA related findings
▶ Provide input for management decisions on findings
▶ Follow-up on finding resolution

We can:

- Review appropriate and sufficient documentation and justification for project extensions
- Review documentation for project changes, including improved or alternate projects to verify compliance with regulations
- Review compliance with contracting requirements, including specific review of the tracking and support for labor and equipment hours, which is an area of high risk for ineligible costs
- Assist WVDHSEM and subrecipients with preparing for and supporting FEMA and IG review and audits
- Review documentation for the appropriate application of insurance proceeds to reduce grant funding
- Report on each project with recommended remedial actions, where needed
- Assist the State with follow-up activities on finding resolutions

Proposed timeline to begin the project

Following a confirmation from the State to proceed, we propose the following schedule to begin the project.

Activity	Timeline
All-hands kick off meeting with State Manager and other key representatives	2 - 3 days
Develop data management tool and process and discuss with State staff	2 - 3 days
Meet with subrecipients and develop grant monitoring and compliance assessment plans	7 - 30 days
Begin to gather and review documentation for completeness	20 - 45 days
Perform Grant Monitoring and Compliance Assessment Tasks and track progress by subrecipient and by project	Ongoing
Discuss and provide guidance and training to State staff on FEMA and State requirements	Ongoing
Discuss all available funding options with the State and subrecipients, such as CDBG-DR	Ongoing
Identify and flag potential fraud, waste, and abuse	Ongoing
Attend site visits with FEMA, State and subrecipients	As needed

Following an initial kickoff meeting with the State and key representatives, we will work with the State to complete a detailed work plan that addresses not only timing but also staffing needs. Additionally, as documentation is received and more information is gained, a more detailed schedule of activities can be prepared and presented to the State.

Project Management and Quality Assurance

Our Management Approach

EY's management approach is different from our competitors. With EY you get a team approach which includes a tailored set of consistent professionals with the right knowledge, experience, training, and background to address your issues. Our team members have prior experience working together on other disaster management, insurance claims and public sector engagements. As a result, they work as a balanced, multidisciplinary team to perform a seamless, efficient, and cost-effective engagement. Other firm's may "ship you a couple random bodies" with little training, no oversight or guidance, no consistency, low quality expectations, for an unrealistic budget, resulting in inefficiency, rework, and an endless change order process.

When you engage EY we will assign a tailored engagement team that includes:

- ▶ Engaged leadership from senior engagement team members who actively supervise, participate and troubleshoot throughout the life of the project, as needed. Our leaders prefer to roll their sleeves up with their teams to deliver the quality of work our clients as important as the State deserve.
- ▶ Relevant subject matter resources who are involved in the delivery of the project and responsible for oversight and guidance throughout the project.
- ▶ Trained professionals who are used to working together in professional settings alongside State, agencies, and FEMA personnel.

- ▶ An expectation of quality and value added service from the top to the bottom of the team.

Our team includes a process of continuous monitoring to achieve the goals and objectives envisioned by the State. Maintaining positive relationships among officials and managing expectations are critical for successful delivery of services. EY will provide a dedicated team of multi-disciplined professionals to manage and oversee all aspects of the services needed by the State for the disaster grant monitoring services that includes:

- ▶ Establish reporting protocols with the State team and provide, at the outset of the engagement, a detailed work plan in order to meet critical deadlines.
- ▶ Work closely with the State's team to deliver ongoing, open communication, offer weekly status updates, and establish a means for identifying and quickly addressing critical issues.
- ▶ Develop standard and ad hoc reporting processes on all project related activities. Reports will include weekly progress, current efforts, completion, scheduling and monitoring.
- ▶ Develop a quality control plan that details management of services including how work is staffed, how work will be accepted / issued, and what procedures will be followed to ensure services are performed in a timely, high quality manner.
- ▶ Track and document all time by the EY team by each project.

Quality Control Approach

At EY, quality is central to our strategy and to the promise we make to our clients – to deliver seamless, consistent and high-quality service worldwide. What this means to the State is that we will define with the State not only precise needs but also how we can deliver services to create a superior experience for the State and thereby lay the foundation for a trusted objective relationship.

Our team employs a diligent self-inspection process and detailed review of all work performed. Every task is rigorously reviewed at multiple levels before discussions are held or submission is made to WVDHSEM. For example, when a team member prepares a grant monitoring or compliance review, another team member will perform a detailed review of the entire work. A third level detailed review may also be performed, as necessary based on the complexity of the analysis. The Project Manager / Partner will perform a high level review to determine whether the work has met the requirements and objectives of the task and will review for potential issues that may need to be communicated. Senior subject matter resources with relevant and appropriate FEMA experience will be utilized as necessary throughout the work and review.

Our quality control plan will be prepared according to West Virginia's expectations. In the first week of the engagement we will meet with the State to confirm our understanding of quality standards, requirements, metrics and expectations. Based on our experiences with past presidentially declared disasters and working with public sector clients, we will proactively anticipate, assess, document, mitigate, and monitor task risks and issues. Our staff is trained and has an expectation placed by EY management to identify and raise issues if and when they occur. If issues cannot be addressed at the staff level, they are raised to the Contract Administrator for resolution and will be communicated with the State.

Engagement Tools

EY will utilize various tools to assist with project management and maintaining consistent quality across the team. These include procurement worksheets, cost analysis summaries, status and tracking sheets, and summary observation matrices to assist with maintaining our high standard of verification and quality.

1. Procurement worksheets are created based on the research and understanding of procurement related guidance and requirements for each subrecipient. These worksheets are designed to assist in the analysis of procurement files and record observations. Examples of areas evaluated include, but are not limited to:
 - ü Scope/Statement of Work – Is a clear scope of work identified in the RFP and does it align with grant objectives?

- Ü RFPs – Does the RFP in any way unfairly limit competition?
 - Ü Cost Estimates – Have cost estimates been adequately prepared prior to the issuance of the RFP?
 - Ü Proposals – Have all RFP responses been collected and maintained?
 - Ü Proposal evaluations – Are all proposals being evaluated in the manner outlined in the RFP and are all evaluation records properly interpreted in decisions to award?
 - Ü Contracts – Do contracts contain relevant clauses required by the guidelines?
2. Cost analysis summaries are created based on both relevant grant requirements and conditions outlined in the relevant contracts if contracts are required and entered into for the associated goods/services. Separate specification templates are prepared for each type of cost and possibly each vendor if external vendors are hired and if separate, contractual requirements exist for each vendor.
- A cost analysis is completed for each cost recording document (i.e. invoices, payroll, etc.). The cost analysis contains a summary document where observations are recorded. The summary is supported by worksheets designed to calculate any variances between what the cost amount should be and the actual invoice. For example, checklists associated with subrecipient employees would include worksheets preset with straight-time and overtime pay rates for the employees. Data from timesheets and payroll records would then be input to calculate any variances. The checklist summary would then be populated with a description at a summary level of any variances.
3. Trackers will be created for procurement documents and accounting records. The purpose of these trackers is to maintain a list of all documents to be analyzed and track the status of the analysis and what steps are required to complete the analysis.
4. A summary observation matrix will be created to summarize monitoring and compliance assessments for each subrecipient. The matrices would list each element analyzed, potentially deficient observations, and the amount of “financial risk” associated with the various observations in the separate cost analysis checklists. These matrices will allow the State to summarize financial risks at a variety of different levels.

EY will provide these tools to West Virginia for approval prior to utilization and work with West Virginia to modify them in order to take into account your unique issues and concerns.

References & Prior Experience

Prior select experience

The EY team has assisted various State and local agencies with disaster grant administration, monitoring, closeout, risk assessment, and other disaster financial recovery assistance. Please see below for select recent projects similar in scope:

Client Name and Reference Information	Description	Overview of Services
<p>Department of Emergency Management, State of Texas <i>Hurricane Ike and Spring 2015 Historic Flooding</i></p> <p>Contact: Paula Logan, Deputy Assistance Director paula.logan@dps.texas.gov +1 (512) 424-2642</p> <p>Contract Period: 2013 - Present</p>	<p>Disaster Compliance Professional Services</p>	<p>The EY team is assisting the State of Texas with the compliance review for the closeout of FEMA grants resulting from various past natural disasters, specifically Hurricane Ike. Work includes performing reviews of the FEMA grants provided to numerous subrecipients for compliance with FEMA rules and regulations which includes the review of the procurement of contracts, supporting documentation, force account labor, materials and equipment, application of insurance proceeds and sample testing of transactions for the substantiation of costs. The subrecipients consist of a variety of local, county, city and municipal government entities, including educational facilities and utility districts, and FEMA eligible not-for-profit entities, including healthcare facilities and religious organizations.</p> <p>In addition, EY is assisting the State of Texas with disaster recovery from Spring 2015 historic flooding in more than 200 subgrantees following heavy rains and tornadic activity resulting in major flooding and damage to buildings, utilities and infrastructure.</p>
<p>Long Island Power Authority <i>Hurricane Irene, Hurricane Sandy, and Winter Storm Nemo</i></p> <p>Contact: Kenneth Kane, Director of Finance kkane@lipower.org +1 (516) 719-9880</p> <p>Contract Period: 2013 - Present</p>	<p>Disaster Management Response & Recovery</p>	<p>The EY team is assisting the largest single subrecipient in New York with all aspects of their financial recovery as a result of Hurricanes Sandy and Irene, and Winter Storm Nemo, including FEMA public assistance, 406 mitigation, property insurance, the development of hazard mitigation (HMGP), and FEMA 428 alternative grant funding assistance. The EY team also assisted LIPA with all matters of grant compliance and documentation including procurement, monitoring of grant funds to see that they were spent in accordance with the approved scope of work, appropriate documentation is maintained, and files are ready for FEMA & New York State closeout. Additionally, work includes assisting LIPA with their FEMA procurement compliance related to all work associated with their 406 mitigation. The work involves working closely with FEMA to assist LIPA with filing extensions and appeals for various Project Worksheets and cost categories and assisting them to gather the necessary supporting documentation for their A-133 audit.</p> <p>A key impact of our work for LIPA was our assistance to identify risk factors early in the process, identify and formulate possible solutions, and assist LIPA in corrective implementation.</p>

Client Name and Reference Information	Description	Overview of Services
<p>New Jersey Department of Treasury <i>Hurricane Sandy</i></p> <p>Contact: David Ridolfino, Associate Deputy Treasurer David.Ridolfino@treas.state.nj.us +1 (609) 663-8185</p> <p>Contract Period: 2013 - Present</p>	<p>Risk Assessment & Monitoring</p>	<p>In early 2013, following Hurricane Sandy, the State of New Jersey passed legislation commonly referred to as “A-60” (the Law), in an effort to proactively provide comprehensive oversight to the recovery plan that was implemented which contractors used for procurement in recovery efforts. EY served in the role of Gatekeeper Monitor and we partnered with the State to implement and monitor all aspects of the State Law and assist in recovery. EY performed risk assessments for a large number of State agencies and local entities, including the State agencies responsible for administering all Federal disaster funding, in order to proactively understand the risk landscape related to each of the federally funded contracts in an effort to identify potential areas of fraud, waste, abuse and malfeasance.</p> <p>As part of this scope of work, EY assisted in developing policies and procedures, created a risk assessment model and developed processes and procedures for collecting the documentation required to perform risk assessments for each recovery project falling under the scope of the Law. EY met with local entities and performed risk assessments in order to identify the various types of risk including, 1) Current internal controls for the entity being assessed (i.e. small local town or large State agency), 2) The procurement of the contractor(s) to complete the work, and 3) The monitoring of the programs that are already taking place.</p> <p>Our team ran queries in our client’s externally implemented database to collect, index and review documentation uploaded by individual agencies and municipalities. As there are many sources of Federal funding coming into NJ, one of our team’s main responsibilities was keeping track of funding flowing through a State repository in order to identify contracts that would be subject to risk assessment. In order to do so, the team wrote web-based macros to efficiently identify any newly uploaded documents, saving hours of time that would otherwise have been spent manually reviewing individual grantee sections within the portal for new documents.</p>
<p>New York City Department of Education <i>Hurricane Sandy</i></p>	<p>Disaster Recovery & Grant Administration</p>	<p>Assisting the country’s largest Department of Education in managing the recovery from their \$50 million FEMA claim resulting from Hurricane Sandy. The claim involved coordinating meetings with central finance departments as well as individual schools in order to properly document and support the recovery for more than 70 schools and departments. Additionally, this included working closely with the Department to assist in communication with FEMA, the NYC Office of Management and Budget, and the NY State Office of Emergency Management in order to reformulate, revise and consolidate PWs. Attended and led weekly and monthly meetings with the parties and departments impacted and managed and maintained a comprehensive database of supporting documentation across more than 70 schools and financial management centers.</p>

Client Name and Reference Information	Description	Overview of Services
<p>New York City School Construction Authority <i>Hurricane Sandy</i></p>	<p>Disaster Recovery & Grant Administration</p>	<p>Assisting the New York City School Construction Authority with all aspects of FEMA recovery for 77 damaged school facilities as a result of Hurricane Sandy, including Public Assistance, hazard mitigation grant assistance and alternative grant funding assistance. Also, assisting SCA with ensuring compliance with FEMA regulations as well as assisting with informational requests from the NYC Mayor's Office and NYC Office of Management and Budget.</p>
<p>Mercy Health <i>Joplin Tornado</i></p>	<p>Disaster Recovery, Insurance Recovery, & Grant Administration</p>	<p>Assisted Mercy Health with preparing its FEMA and insurance claims that resulted from the hospital's campus being hit directly by an F5 tornado. EY worked directly with FEMA and the Missouri State Emergency Agency (SEMA) to provide the information and documentation required to support the claim. EY helped collect, analyze and present financial information to the parties involved, assisted with the documentation of supporting insurance recovery and project worksheets, and provided information necessary for the closeout of more than 90 project worksheets with FEMA and SEMA. EY also provided support by tracking \$300 million in property damage costs. Our team assisted Mercy Health in demonstrating its compliance with FEMA's procurement policies related to \$125 million in construction contracts and equipment purchases.</p>

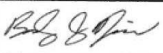
Price

One advantage of working with our team is that the team members have prior experience working together as a team on other disaster management and public sector engagements. As a result, they work as a balanced, multidisciplinary team to perform a seamless, efficient, and cost-effective engagement.

The form below contains EY's proposed hourly rates for proposed staff levels. The rates offered to the State as part of this response have been discounted up to 30% off of EY's approved GSA rates which are already at a significant discount from our standard rates.

Should the costs as proposed not meet the State's expectations, we would be delighted to meet with the State and gain a further understanding of the anticipated scope and services by staff level and come to an agreement on adjusted rates. We look forward to arriving at mutually agreeable rates and fees estimate for providing disaster grant monitoring and auditing services to the State.

Exhibit A			
CRFQ HSE160000006	Disaster Grant Monitoring and Auditing		
Position Title	Hourly Rate	Estimated Hours Per Project	Extented Amount
Manager (Senior)	\$ 279	240	\$ 66,960
Supervisor	\$ 219	160	\$ 35,040
Accountant/Auditor (Team Lead)	\$ 198	40	\$ 7,920
Account Technician	\$ 145	40	\$ 5,800
Administrative Assistants	\$ 10	40	\$ 400
Total Bid Amount			\$ 116,120

Bidder/Vendor	Ernst & Young LLP
Contact Name	Bradley Nichols
Address	900 United Center, 500 Virginia Street East, Charleston, WV 25301
Phone Number	202-327-8719
Fax Number	866-446-5402
Email Address	bradley.nichols@ey.com
Authorized Signature	

NOTES: * Quantities are estimated for bid evaluation purposes only.
 ** Estimated cost for bid evaluation purposes only.

Appendix A: Resumes



Matthew Jadacki, CPA, CGFM

Executive Director

matt.jadacki@ey.com

Matt joined EY after 30 years of public service as a senior executive with the Federal government, with the last 20 years directly related to FEMA and disaster program-related activities. He has managed compliance and performance audits of disaster funds in almost every State and FEMA region. Matt also managed dozens of comprehensive studies of Federal, state and local disaster preparedness programs and assessments of DHS Incident Planning and Catastrophic planning.

Matt has worked on dozens of major disasters including Hurricane Sandy, Hurricane Katrina, the Northridge Earthquake, the Columbia Space Shuttle crash, Midwest floods, and Hurricane Andrew. His reports identified hundreds of millions in ineligible and disallowed expenses and non-compliance with laws and regulations, including significant violations of Federal procurement regulations, internal control weaknesses, and related project accounting issues.

Matt held several senior financial and emergency management positions in the Federal government. He was Chief Financial Officer/Chief Administration Officer for the National Weather Service, a component of the National Oceanic and Atmospheric Administration of the U.S. Department of Commerce. Matt spent 15 years in FEMA in various senior level positions, including CFO and Audit Director for the Office of Inspector General.

Experience

- ▶ Program Manager for State of Texas compliance evaluation review of disaster related programs.
- ▶ Assisting a large utility in their recovery and mitigation programs in the aftermath of Superstorm Sandy. Additionally, assisting a large medical complex in recovery and mitigation in the aftermath of a devastating tornado.
- ▶ Program Manager for grantee risk assessment and integrity monitoring contract.
- ▶ At DHS during Katrina, Matt assisted with overseeing work to ensure that agency internal controls were in place to prevent fraud, waste, and abuse; ensure the IG investigative activities were coordinated with the DOJ's Hurricane Katrina Fraud Task Force; and ensure the IG community was executing its hurricane relief oversight efforts in a coordinated fashion.
- ▶ Matt served as the Chief Financial Officer of FEMA responsible for all FEMA disaster funding (\$8.8 billion) associated with the 9/11 terrorist attacks.

Education, certifications, and memberships

- ▶ Certified Public Accountant
- ▶ Bachelor of Science in Business Management from the University of Maryland
- ▶ Certified Government Financial Manager
- ▶ Association of Government Accountants



Bradley (BJ) Nichols, CPA, CFE

Partner

bradley.nichols@ey.com

Bradley is a Partner in Ernst & Young LLP's Insurance & Federal Claims Services practice. The focus of Bradley's practice is complex insurance claims and federal disaster grant management.

Bradley has assisted clients with the preparation, presentation, and settlement of their claims resulting from catastrophic hurricanes, tornadoes, earthquakes, fires, and floods, as well as product recall and other catastrophes. His experience in the above areas includes states, local governments/authorities, and public and private companies in numerous industries.

In addition, Bradley is a frequent speaker and has published articles on complex business interruption and property damage claims. He also has experience training clients on the requirements of the FEMA Public Assistance Program, 44 CFR, the Stafford Act, and Section 428 of the Sandy Recovery Improvement Act.

Experience

- ▶ Following federally declared disasters, Bradley has assisted grantees and subgrantees of Federal Emergency Management Agency (FEMA) and Community Development Block Grant Disaster Relief (CDBG-DR) funding with financial, oversight and programmatic areas, including grants management, accounting, insurance, internal controls, program assessments, disaster closeout, documentation requirements, audit resolution, appeals, and a wide range of other services. He has a strong working knowledge of the Stafford Act, relevant section of 44 CFR for FEMA, 24 CFR for CDBG-DR, and 2 CFR part 200 (formerly A-87).
- ▶ Assisting a subgrantee located in New York with all aspects of their financial recovery as a result of Hurricane Sandy including FEMA public assistance, property insurance, the development of hazard mitigation grant (404 and 406) and CDBG-DR funding, and Alternative grant funding assistance.
- ▶ Assisting a grantee with oversight of all federal grant funding following Super Storm Sandy.
- ▶ Assisted a large health facility with their FEMA and property claim assembly as a result of an F5 tornado; assisting the applicant with their public assistance, hazard mitigation, and alternate funding identification and assessment.

Education and certifications

- ▶ Certified Public Accountant (CPA)
- ▶ MBA, Babson College (Summa Cum Laude)
- ▶ BA, Luther College (Cum Laude)
- ▶ Certified Fraud Examiner (CFE)



Richard Skinner

Subject Matter Resource

richard.skinner@ey.com

Richard is an accomplished leader with more than 42 years of extensive experience identifying vulnerabilities in government programs and management support operations and facilitating excellence in government by recommending needed performance and management improvements. He is a subject matter resource on federal, state, and local government and private sector financial management, grants management, acquisition management, and IT management, as well as homeland security, emergency management, inspector general, audit/inspection, and law enforcement matters.

Richard served as the first Senate-confirmed Inspector General of the Department of Homeland Security. He provided oversight of all 30 components within the department, which had more than 130,000 employees and an annual operating budget of \$40 billion dollars. He managed the DHS OIG's annual budget of \$135 million and 670 employees, was responsible for conducting, coordinating, and supervising all audits and inspections of departmental programs and operations, as well as all criminal and civil investigations involving departmental employees; detecting and preventing fraud, waste and abuse; and promoting economy, effectiveness and efficiency within the department. Richard led the DHS OIG community's oversight of the federal government's response to Hurricane Katrina, which exceeded \$100 billion in grants, contracts and loans. In addition, he served as the Vice-Chairman of the Recovery and Transparency Board, which provided oversight of more than \$700 billion in grants, contracts, and loans to state and local governments.

Experience

- ▶ During his time with the Department of Homeland Security (Hurricane Katrina), Richard oversaw the work to confirm that agency internal controls were in place to prevent fraud, waste, and abuse; confirm that IG investigative activities were coordinated with the Department of Justice's Hurricane Katrina Fraud Task Force; confirm agency stewardship plans for hurricane relief activities were in place and operating as intended; and ensure the IG community was executing its hurricane relief oversight efforts in a coordinated fashion so its resources were utilized efficiently and effectively.
- ▶ Richard was responsible for all FEMA disaster funding (\$8.8 billion) associated with the 9/11 terrorist attacks.
- ▶ With the Department of Homeland Security – FEMA (Hurricane Ike), Richard was responsible for overseeing and conducting real-time reviews and inspections of FEMA's Hurricane Ike response and recovery efforts.
- ▶ Currently, Rick is assisting a large public agency with federal disaster assistance programs, including recovery and mitigation, as a result of Hurricane Sandy.

Education and certifications

- ▶ Bachelor of Science, Fairmont State College, Fairmont, West Virginia
- ▶ Master of Public Administration, George Washington University, Washington, DC



Kenneth (Ken) Mallette

Subject Matter Resource
Senior Manager

ken.mallette@ey.com

Ken is a Senior Manager in Ernst & Young LLP's Insurance & Federal Claims Services practice. Ken assists and advises clients on issues related to disaster preparedness, response, and recovery services.

Experience

- ▶ Ken is a former Executive Director of the Maryland Emergency Management Agency. In this role he formed close working relationships with local, state, regional, federal and private sector stakeholders and collaborated on issues relating to emergency preparedness and the protection of our homeland. Ken served on the Governor's Emergency Management Advisory Council (GMAC), which provides strategic guidance on public safety policy issues for the State of Maryland.
- ▶ Ken held roles as Chairperson for the Maryland State Emergency Response Commission (SERC), UASI National Capital Region (NCR) Senior Policy Group member, National Emergency Management Association (NEMA) Cyber Security Committee Co-Chairman, Governor's Authorized Representative (GAR) and State Coordinating Officer for federally declared disasters.
- ▶ Ken was a member of the National Homeland Security Consortium. He represented NEMA on the national SAFECOMM committee and co-chaired the Response of Recovery Committee for NEMA. Finally, Ken was a member of the FEMA Region III Regional Advisory Council and executive board member of the All Hazards Consortium.
- ▶ Ken was assigned as the Governor's State Coordinating Officer for six federally declared disasters including Super Storm Sandy. He was asked by Governor O'Malley to coordinate Maryland's response to the Ebola outbreak in 2014. Ken retired as a Captain from the NJ State Police after 25 years of dedicated service.

Education and certifications

- ▶ JFK School of Public Policy and Public Health, Harvard University
- ▶ Naval Post Graduate School, Monterey, CA
- ▶ FBI National Academy, 213th class
- ▶ Seton Hall University, MA
- ▶ Benedictine College, BA



Michael Herman

Subject Matter Resource
Senior Manager

michael.herman@ey.com

Prior to his tenure at EY, Michael had more than 20 years of experience working with state, local and Federal emergency management officials and programs. He is the former Legislative and Regulatory Counsel at FEMA and Senior Counsel for the US House of Representatives, Committee on Transportation and Infrastructure, Emergency Management Subcommittee.

Experience

- ▶ Michael is currently assisting a number of public agencies in New York with the recovery from Hurricane Sandy, including one of the largest applicants for assistance under the Public Assistance Alternative Procedures program.
- ▶ Michael is currently assisting a hospital in the Southeast with Public Assistance and mitigation as it recovers from record floods.
- ▶ Michael recently assisted a subgrantee in the Midwest in developing public assistance projects and responding to a DHS OIG audit in the aftermath of a flood.
- ▶ Michael provided advice and support to the Florida Division of Emergency Management in response to an audit by the Department of Homeland Security Office of Inspector General for a FEMA grant for activities after Hurricane Ivan and successfully responded to all findings in the audit.
- ▶ Michael served as the Senior Counsel for the United States House of Representatives, Committee on Transportation and Infrastructure – Emergency Management Subcommittee, where he drafted legislation, provided oversight and conducted investigations of FEMA’s programs including the Public Assistance program, the Individual Assistance program, and the Hazard Mitigation Grant Program which resulted in Congressional hearings where he served as Counsel.
- ▶ Michael led the Legislative Regulatory and Policy Team in FEMA’s Office of General Counsel, and also provided legal counsel to Senior program officials, including FEMA’s disaster, mitigation and flood insurance programs, Urban Search and Rescue Program (US&R) and the Disaster Declaration Unit.
- ▶ Earlier in his career, Michael served as the Policy Advisor and Special Assistant for Emergency Management to the Governor of New Jersey, where he provided advice and guidance to the Governor and other senior state officials on emergency management and disaster programs and presided over emergency exercises for the State’s nuclear power facilities.

Education and certifications

- ▶ Bachelor of Arts in Political Science, Rutgers University
- ▶ Master of Arts in Political Science/Public Policy, Rutgers University
- ▶ Juris Doctorate, Rutgers University School of Law



Marisa Wiethe, CFE

Senior Manager

Marisa.wiethe@ey.com

Marisa is a Senior Manager in EY's Insurance and Federal Claims Services practice. Marisa has more than six years of experience. The focus of Marisa's practice is complex insurance claims and federal disaster grant management.

Marisa has assisted clients with their FEMA public assistance, including 406 and 404 funding, and Community Development Block Grant funding and the preparation, presentation, and settlement of property damage and business interruption insurance claims.

Experience

- ▶ Assisted a subgrantee located in New York with all aspects of their financial recovery as a result of Hurricane Sandy, including FEMA public assistance, property insurance, the development of hazard mitigation grant (404 and 406) and CDBG-DR funding, and Alternative grant funding assistance.
- ▶ Assisted a large health facility with their FEMA and property claim assembly as a result of an F5 tornado; assisting the applicant with their public assistance, hazard mitigation, and alternate funding identification and assessment.

Education and certifications

- ▶ Bachelor of Science in Accounting and Marketing, Cum Laude, Wheeling Jesuit University
- ▶ Master of Accounting, Miami University's Farmer School of Business
- ▶ Certified Fraud Examiner (CFE)



Elizabeth Filipek, CPA, CFE

Manager

elizabeth.filipek@ey.com

Elizabeth is a Manager in EY's Insurance & Federal Claims Services (IFCS) practice. The focus of Elizabeth's practice is complex insurance claims and dispute-related services. She has experience in forensic accounting investigations in addition to fraud, risk, and compliance assessments.

Over the past several years she has assisted grantees and subgrantees of Community Development Block Grant Disaster Relief (CDBG-DR) and Federal Emergency Management Agency (FEMA) grant funding, including recipients of Homeland Security Grant Program (HSGP) funding.

Experience

- ▶ Developed and administered an objective statewide, comprehensive, third-party risk assessment and gap analysis of preparedness and response capabilities on behalf of a State Division of Emergency Management. The assessment provided the state with a tool to make critical funding decisions regarding prioritization of projects to address gaps, vulnerabilities, and emerging threats throughout the state.
- ▶ Conducted risk assessments on behalf of a State Department of Treasury with the specific focus of preventing fraud, waste and abuse of federal grant funding. The risk assessments were used to aid integrity monitors appointed to oversee contract procurement of outside agencies with their monitoring and oversight activities.
- ▶ Assisted clients in a variety of industries through their disaster recovery and management of the insurance claim process. Her recent experience includes assisting clients with some of the largest insurable and public assistance losses resulting from Superstorm Sandy and Hurricane Katrina.

Education and certifications

- ▶ Bachelor of Business Administration in Accountancy, University of Notre Dame
- ▶ Master of Science in Accountancy, University of Notre Dame
- ▶ Certified Public Accountant
- ▶ Certified Fraud Examiner

Kara Gagliardo, CPA

Senior Consultant

kara.gagliardo@ey.com

Kara is a Senior in EY's Insurance and Federal Claims Services practice. The focus of Kara's practice is complex insurance claims and federal disaster grant management.

Kara has assisted clients with their FEMA public assistance, including 406 and 404 funding, and Community Development Block Grant Disaster funding, and the preparation, presentation, and settlement of property damage, extra expense, and business interruption insurance claims. Specifically, she has provided claim assistance in the utilities, manufacturing, and financial services industries.

Experience

- ▶ Assisted a subgrantee located in New York with all aspects of their financial recovery as a result of Hurricane Sandy, including FEMA public assistance, property insurance, the development of hazard mitigation grant (404 and 406) and CDBG-DR funding, and Alternative grant funding assistance.
- ▶ Assisted a specialty packing company in the preparation of its business interruption, extra expense and property damage insurance claim after a flood severely damaged one of its key manufacturing facilities.
- ▶ Assisted in the preparation of two insurance claims resulting from Hurricane Sandy. The two claims included a property claim of \$40MM and a financial instrument claim of \$25MM.

Education and certifications

- ▶ Master of Science in Forensic Accounting, University at Albany
- ▶ Bachelor of Science in Accounting, Summa Cum Laude, University at Albany
- ▶ Certified Public Accountant (CPA)

Brenna Seredinsky, CPA

Senior Consultant

Brenna.seredinsky@ey.com

Brenna is a Senior in Ernst & Young's Insurance and Federal Claims Service Practice with experience in a variety of areas, including power and utilities, financial services, and healthcare.

Brenna has experience managing both interns and staff and working under strict deadlines for high visibility clients. Since Brenna joined Ernst & Young, she has worked on a variety of different projects across multiple and diverse industries.

Brenna has assisted clients with their FEMA Public Assistance, including 406 and 404 funding, Community Development Block Grant Disaster funding and the preparation, presentation, and settlement of property insurance claims.

Experience

- ▶ Assisted a large subgrantee located in New York with all aspects of their financial recovery as a result of Hurricane Sandy, including FEMA public assistance, property insurance, the development of hazard mitigation grant (404 and 406) and CDBG-DR funding, and Alternative grant funding assistance. This entailed workpaper and spreadsheet development, examination of supporting documentation for subgrantee expenditures, and determination of appropriate costs for Project Worksheets (PWs). Brenna was instrumental in driving the process of securing funding for the subgrantee for costs incurred related to emergency protective measures.
- ▶ Assisted in preparing a Public Assistance Grant summary for an A-133 award analysis for a non-profit healthcare organization damaged by severe weather in 2011. Analysis included a review of Project Worksheet award amounts.
- ▶ Assisted in the preparation and quality control of large insurance claims for a US post-trade financial services company, a US automotive company, an international mining organization, and an international consumer products company.

Education and certifications

- ▶ B.S.B.A. Accounting – West Virginia University
- ▶ Certified Public Accountant (CPA)

Evelyne Burr, CPA

Staff Consultant

Evelyne.burr@ey.com

Evelyne is a staff in EY's Fraud Investigation and Dispute Services practice. Evelyne has worked on a variety of engagements within the practice including assisting with insurance and federal disaster recovery services, compliance monitoring within the Life Sciences industry, and anti-bribery and anti-corruption services.

Experience

- ▶ Assisted a subgrantee with its FEMA recovery as a result of Hurricane Sandy. Evelyne's responsibilities included the collection, organization and detailed analysis of documentation to support the costs for reimbursement.
- ▶ Performed independent review organization services for a company within the life sciences industry to determine whether company practices were in compliance with regulations and policies.
- ▶ Assisted in an investigation focusing on identifying potential bribery and corruption related to Federal, state, and local government entities.
- ▶ Assisted a pharmaceutical company by providing daily support within their Financial Operations department.

Education and Certification

- ▶ Bachelor of Science in Accounting, Virginia Tech
- ▶ Bachelor of Science in Finance, Virginia Tech
- ▶ Certified Public Accountant, CPA

Appendix B: Forms

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.

Bradley Nichols, Partner
(Name, Title)
Bradley Nichols, Partner
(Printed Name and Title)
1101 New York Ave N.W., Washington, DC 20005
(Address)
Phone: 202-327-8719 Fax: 1-866-446-5402
(Phone Number) / (Fax Number)
bradley.nichols@ey.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. Note: Please refer to the cover letter in our Quotation for comments regarding Terms & Conditions.

Ernst & Young LLP
(Company)
 Partner
(Authorized Signature) (Representative Name, Title)
Bradley Nichols, Partner
(Printed Name and Title of Authorized Representative)
10/20/16
(Date)
Phone: 202-327-8719 Fax: 1-866-446-5402
(Phone Number) (Fax Number)

Revised 05/04/2016

Purchasing Affidavit

RFQ No. CRFQ HSE1600000006

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 or 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: Ernst & Young

Authorized Signature: [Signature] Date: 9/9/16

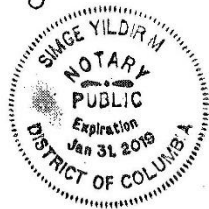
State of Washington, DC

County of _____, to-wit:

Taken, subscribed, and sworn to before me this 9th day of September, 2016.

My Commission expires Jan 31, 2019.

AFFIX SEAL HERE



NOTARY PUBLIC

[Signature]
Purchasing Affidavit (Revised 07/01/2012)

Addendum Acknowledgement Form

ADDENDUM ACKNOWLEDGEMENT FORM SOLICITATION NO.: HSE1600000006

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 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.

Ernst & Young, LLP

Company



Authorized Signature

10/20/2016

Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.
Revised 6/8/2012

Vendor Preference Certificate

As indicated in the blank signed certificate below, EY is not making an application for Vendor Preference.

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: Ernst & Young, LLP Signed: 
Date: 10/20/2016 Title: Partner

About EY

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

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