

**TECHNICAL  
ORIGINAL**

*A Proposal for the* WEST VIRGINIA DEVELOPMENT OFFICE  
**Community Development Block Grant –  
Mitigation (CDBG-MIT)**

03/25/20 10:27:19  
NJ Purchasing Division



**SAFE. SECURE. RESILIENT.**



March 23, 2020

Dusty Smith  
Department of Administration, Purchasing Division  
2019 Washington Street East  
Charleston, WV 25305-0130

RE: CRFP DEV2000000001 Community Development Block Grant- Mitigation

Dear Ms. Smith,

IEM is pleased to present this proposal to support West Virginia to develop a CDBG-DR Mitigation Plan. The West Virginia CDBG-MIT Action Plan will cover all activities, initiatives, projects, and administrative efforts proposed to HUD as a framework managing this unique funding opportunity presented to improve community resiliency and quality of life. The grit and resolve of West Virginians, coupled with an influx of federal grant dollars that can be used in new and innovative ways to mitigate against future hazards and force multiply the positive outcomes that generations of West Virginians deserve.

Our Project Team includes a special blend of professionals whose experience ranges from programmatic services such as the development of CDBG-DR Action Plans and Hazard Mitigation Plans (HMP) to program design, development of policies and procedures, monitoring, and compliance. We have successfully provided and continue providing full-service FEMA HMP, HMGP, and CDBG-DR project implementation services to state and local government grantees across the country. The result of this combination of skill sets is a Project Team that understands the complexities and challenges of the implementation of FEMA and HUD CDBG based programs by government agencies. This enables us to provide WVDO with an approach that leverages our comprehensive experience to not only mitigate risk but also to provide the services needed for all aspects of Action Plan, program design and technical assistance requested in the Request for Proposals.

For contractual questions, please contact Mr. Keith Reynolds, Contract Administrator, at 225.952.8191 x8917, or [contracts@iem.com](mailto:contracts@iem.com). Thank you for the opportunity to bid.

Sincerely,

Ryan Ausman  
Manager, Contracts Administration

*I Think ∴ IEM*

# Community Development Block Grant - Mitigation

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## A Proposal for the West Virginia Development Office

RFP #: CRFP DEV2000000001

March 25, 2020

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Signed By:



Ryan Ausman  
Manager, Contract Administration

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# EXECUTIVE SUMMARY



The history of IEM is woven with the history of disaster recovery and preparedness. For 35 years, IEM has been at the forefront of supporting the nation’s most significant disaster preparedness, mitigation, and recovery efforts. Our employees oversee complex recovery efforts for both natural and man-made disasters – putting boots on the ground during and after disaster events – to restore and rebuild communities stronger. IEM has brought innovative ideas to disaster recovery and transformed the expectations of how to run a successful program.

As an emergency management firm, IEM’s entire business portfolio centers in and around disaster preparedness, protection, response, recovery, and mitigation. We have provided fully integrated program design, delivery, and management from preparedness, protection, and planning to disaster response and recovery in all 50 states, as well as in several U.S. territories. IEM and its personnel have worked every type of natural and man-made disaster, including 9/11, Hurricanes Irene, Lee, and Superstorm Sandy, winter storms and blizzards, Hurricanes Katrina, Irma, Harvey and Maria, Deepwater Horizon, Ebola, Zika, Carr Fire, and many more.

The great benefit WVDO will realize with IEM as its partner is that we are one of the few firms in the nation that bridges both short term response operations under FEMA and long-term recovery under HUD. Even more impactful is our staff members’ ability to create innovative solutions that leverage these sources of funding. Indeed, it is this combination of FEMA principles with HUD’s CDBG mechanism that has given rise to this new funding source for previous disaster grantees—CDBG-MIT.

As Federal Emergency Management Agency’s (FEMA) technical assistance contractor, IEM has provided technical support for several hundred communities across the nation on projects ranging from very small to very large. We have assisted states, tribal governments, territories, small local governments, and large metropolitan areas with the following, without limitation: Public Assistance (PA), hazard mitigation, including Hazard Mitigation Grant Program (HMGP), financial assistance; emergency operations planning; risk assessment; vulnerability assessments; incident response; testing, training, and exercise programs; regional response; continuity of operations planning; and Global Match assistance under the Community Development Block Grant – Disaster Recovery (CDBG-DR) Program.



IEM’s mission is  
to build a  
“safe, secure and  
resilient world”.

IEM is the national leader in CDBG-DR funded activities, currently supporting five major active grantees in program design and implementation, each with \$1 Billion or more in funding. Our status as an industry leader in CDBG-DR is not based on raw numbers, such as total dollars managed, projects completed, or awards made, though it can be. Instead, we measure the value of this claim based on the outcomes we have achieved for our customers. A key example of our success – for a program that stands as a model for the nation in the timely delivery of housing recovery – came in 2017, when IEM was awarded the CDBG-DR program management contract, Restore Louisiana. We have achieved unprecedented outcomes in CDBG-DR, delivering program dollars to beneficiaries far faster than any other CDBG-DR program design and implementation firm in the United States.

We have also been responsible for the turnaround of stalled projects when grantees have awarded us take-over contracts from previous vendors such as, New York, New Jersey and North Carolina. IEM managed to save the state of New York \$11 million dollars within the first three months of IEM's contract, reducing over-blown staffing and removing unnecessary red-tape from the process. We moved more program dollars to beneficiaries in six months that was done in the two years prior to IEM's support of the state.

In 2017, IEM stepped up to facilitate construction completion for New Jersey homeowners by providing construction management and advisory services for homeowners. The state recently asked IEM to extend contract services, adding scope and extending the period of performance to continue providing effective support to New Jersey residents.

We also successfully improved North Carolina's Hurricane Matthew Recovery program operations, beginning in 2018. By performing a rapid analysis and recommendation of improvement to the process, policies, procedures and forms developed during the previous two years of recovery under another vendor, IEM was able to remove obstacles from project schedules. We reduced the application length, eliminated unnecessary forms, and filled policy holes. During IEM's short tenure on the program, just over a year, IEM produced the greatest increase in project movement to award status than the state had seen with other vendors. Prior to IEM's work, nearly two years had passed with no results and few foundational elements in place. IEM quickly stepped into action completing these steps, streamlining policy and instituting outcome-driven processes. IEM put that program on completely different footing, poised for success.

IEM has been at the forefront of response, recovery and resiliency initiatives, taking advantage of 428, 406, Global Match, CDBG-DR and other opportunities to make communities more resilient after catastrophic events. We continue to break records in leveraging every federal, state, local, and private dollar to achieve meaningful recovery results and we want to be West Virginia's partner to match our experience with West Virginia's need for CDBG-MIT Needs Assessment, Action Plan and program development.

## MOVING FROM CHALLENGES TO TRIUMPHS

West Virginia’s abundantly rich natural resources and mountainous landscape have been the centerpiece of attraction for West Virginians and newcomers alike. With a growing population and the need for development, these very same features that make West Virginia a haven of beauty are the features that pose the greatest challenge. This is especially true as West Virginia continues to move forward in an uncertain future that is destined to be marked by climate and environmental change. The combination of majestic mountains and narrow valleys create a tough topography. With environmental and development forces at play, West Virginia faces exacerbated flooding events, potential landslides and mudslides, as well as the need to deal with the potential for additional hazards that, though less common, will still pose a risk to people and places. **West Virginia is poised to take massive action** to mitigate against these hazards and protect West Virginians and the magnificent natural resources with which the State is so fortunate to possess.

Since the June 2016 flooding, landslides, and mudslides, there have been four additional Presidential Disaster Declarations for similar events. Entire communities under water, whole industrial sectors such as mining and timber first hit by economic barriers and then walloped with flooding of critical infrastructure—this has been a significant challenge for the past four years in West Virginia, only to be exacerbated again by the newest threat of COVID-19. However, it is not all doom and gloom, **there is a tremendous amount of hope for West Virginia’s future**. The grit and resolve of West Virginians, coupled with an influx of federal grant dollars that can be used in new and innovative ways to mitigate against future hazards can force multiply the positive outcomes that generations of West Virginians deserve. **The State is positioned to provide tremendous support to local communities through incredibly productive initiatives that can benefit all, and the West Virginia Development Office (WVDO) is the agency that will lead the way.**

**IEM wants to be WVDO’s trusted, valued partner to lay this foundation and support West Virginians long into the future.**

### IEM Brings Expertise and Experience from All Positions

State	Contractor	HUD	Implementation
			
Put Plans in Place	Put Plans in Place	Reviewed and Approved Plans	Executes the Plans
Former West Virginia State Hazard Mitigation Officer and NFIP Coordinator	Written 132 Mitigation Plans and assisted with writing multiple CDBG-DR Action Plans	Former HUD staff that reviewed and approved Action Plans following Katrina & Rita, Gustav & Ike, and Sandy	Program Manager for five active CDBG-DR Housing Recovery Programs



## OUR APPROACH

IEM's delivery is schedule-driven, outcome-focused, and puts our client's goals first. It is this value system that fuels us to do more for our clients. The unwavering commitment to these values from IEM's leadership empowers our people to develop tailored, innovative, efficient solutions that build a more safe, secure, and resilient world.

### What Does Success Look Like To You?

This is the question IEM asks every client on the outset of every contract, project, or program.

We will deliver **IEM's signature Outcomes-Based Approach to WVDO**. This means that IEM will not only meet or exceed WVDO's established milestone schedule, which is a product of our outputs, but we will deliver the value WVDO seeks by accomplishing major outcomes. These outcomes include:

- A CDBG-MIT Action Plan that is designed to support data informed investments that focus on repetitive loss and infrastructure.
- Capacity building with WVDO and the communities the agency serves to analyze risks and update hazard mitigation plans.
- Support of the adoption of plans and activities that reflect the local and regional community priorities with a particular focus on community lifelines.
- Maximize the impact of the CDBG-MIT funding through leveraging other sources of funding.

HUD and FEMA have made a concerted effort to align HUD's mitigation initiatives with the other primary source of federal mitigation funding as it's administered by FEMA through the Hazard Mitigation grant program. There is a very heavy emphasis on alignment of federal, state, regional and local resources with CDBG-MIT funding. The hazard mitigation plan that is the basis for the Hazard Mitigation Grant Program (HMGP) at FEMA serves as the foundation for HUD CDBG-MIT efforts. IEM's combined expertise leading the industries in FEMA HMP and HMGP as well as CDBG-DR will provide WVDO with the right team, at the right time, for the right results.

## OUR PEOPLE

IEM brings the most experienced team with a proven record of success to support WVDO's mission of CDBG-MIT Action Plan development and deliver the outcomes West Virginia deserves. **Multiple regulations, a large-scale award, a limited project timetable, a variety of program activities, and the pledge to provide much-needed assistance to citizens as quickly as possible are challenges that all West Virginia is facing.** IEM offers a team of professionals that will work in partnership with WVDO to meet all of these challenges and ensure a successful program.

Leading the effort as Project Manager for IEM is West Virginia native, Tim Keaton. As Project Manager, Mr. Keaton, is the single point of contact for the State. He will oversee scope, schedule and budget and will ensure timely delivery of services and submission of Action Plan to HUD by August 3, 2020.

Tim Keaton was born and raised in Lincoln County, graduated from Hamlin High School, and attended Huntington, WV-based Century Career College. is a **former National Flood Insurance Program (NFIP) Specialist and State Hazard Mitigation Officer for the State of West Virginia**. He has over 19 years' experience working in most phases of Emergency Management at the State and Local levels. As the SHMO, he worked with the local governments in West Virginia and completed over \$20 million in mitigation grants. Continuing his work for the citizens of West Virginia, Mr. Keaton, became Cabell County Administrator of Grants, Planning and Permits, and later was hired as a Planner by the Putnam County Office of Planning and Permits. He is a Certified Floodplain Manager of 16 years.



To support Mr. Keaton and WVDO, IEM has thoughtfully gathered top FEMA and HUD CDBG professionals to provide subject matter expertise. IEM is committing the expertise and ability of the following key players:



**Jon Mabry** is the **former Director of the Mississippi Development Authority**, responsible for the development and implementation of \$5.4 Billion in CDBG-DR funding after Hurricane Katrina. He was responsible for the **Mississippi Hurricane Katrina CDBG-DR Action Plan development** as well as ongoing **Action Plan Amendment**. He has since supported government clients in New York, Texas, Louisiana, Florida, North Carolina and Puerto Rico with critical program design and compliance.



**Pam Patenaude** brings more than 35-years of experience in housing, community economic development, real estate, and public policy to the team. She **served as Deputy Secretary of HUD**, overseeing the Department's \$52 million budgets and 7,000 employees. She also served as Assistant Secretary for Community Planning and Development at HUD, where she administered more than \$8 billion funds. Previously, she **served as HUD's Assistant Deputy Secretary for Field Policy and Management** and was responsible for the management of 70 field office. Currently, Ms. Patenaude has served as the director of housing policy at the Bipartisan Policy Center. For this effort, she will provide CDBG-DR Senior Advisor support.



**Earl Randall** has previously served as the **Executive Advisor for the ReBuild NC CDBG-DR Program** and brings 19 years of experience to the team. As the Director, Monitoring & Compliance at IEM, he provides monitoring and compliance oversight across disaster recovery clients and provides subject matter expertise for CDBG-DR grant funding. He is experienced with HUD procedures and has helped develop many of their policy changes and updates. Mr. Randall **served as a Sr. Community Planning and Development (CPD) Disaster Specialist** and provides management and oversight for Louisiana's \$14.5 billion and the State of New York's \$3.8 billion supplemental disaster appropriates. With 17 years of direct policy experience, Mr. Randall is intimately familiar with the ins and outs of the agency, the implementing rules and challenges grantees have faced. He has provided grantees with superior **Technical Assistance and Guidance in Action Plan development**, approval and project implementation.



**Debra Smith** is the public health-experienced Program Manager for **New Jersey's Sandy Housing Recovery Program** who also manages the **HUD Community Compass Technical Assistance Program**, providing training and technical assistance to public housing and disaster recovery HUD grantees. Debra spent 8 years managing housing and infrastructure recovery efforts for the State of Mississippi after Hurricane Katrina and has worked on several Hurricane Sandy recovery programs in New York.



**Tiffany Crane** is a CDBG-DR policy and program design expert who has worked with each CDBG-DR grantee with allocations of \$1 Billion or more since Hurricane Katrina. Ms. Crane is an attorney who has been instrumental in the success of housing programs in Mississippi, Texas, New York City, New York State, New Jersey, South Carolina, Louisiana and Florida (projects listed in order of succession). She is a highly sought after resource whose practical application of policy requirements supports grantee efficiency while maintaining compliance standards. She was a key player in the development of the **Richland County, SC CDBG-DR Action Plan for the 2015 Floods**. Most recently, Ms. Crane served as Program Manager to the Florida Department of Economic Opportunity's Rebuild Florida program and continues to provide invaluable technical assistance on program design, policy and implementation. In this role, Ms. Crane was able to provide Florida with opportunities for increased resiliency in disaster recovery building construction standards and has supported the state with **Action Plan Amendment technical assistance and writing**.



**Jared Jakubowski** is the **former Director of Community Development for the City of Moore Oklahoma** who brought innovative green infrastructure to fruition in the wakes of catastrophic tornadoes. In this role he was responsible for the City's submission of the **Action Plan and all Action Plan Amendments**. He has been supporting state CDBG-DR grantees with grant implementation services covering housing, economic development, public services and infrastructure in Florida and Puerto Rico.



**Giovanni Moss** is a forward thinking program developer who has supported cities and counties, as well as the State of Florida for many years, plan and design CDBG-DR and hazard mitigation projects that have maximum public benefit. He is an **expert in community and inter-agency partnership, grant management and subrecipient project and grant management**. His most recent experience has been assisting the State of Florida on CDBG-DR grants for Hurricanes, Matthew, Hermine and Irma. He has also supported recovery planning efforts for Hurricane Dorian in the Bahamas.



**Bryan Koon** serves as the **Chairman of the Multi-Hazard Mitigation Council** and sits on the Board of Directors for the Federal Alliance for Safe Homes (FLASH), the country's leading consumer advocate for strengthening homes and safeguarding families from disasters. As the former Director of the Florida Division of Emergency Management (FDEM) for six years, he provided executive direction to ensure Floridians were **prepared for emergencies, recover from them, and mitigate against their impacts**. Bryan is a recognized national leader in emergency management, serving as the **President of the National Emergency Management Association (NEMA)** for two terms.



**Sheila Hascall** is the former Nebraska State Hazard Mitigation Officer and expert in Benefit-Cost-Analysis (BCA) and funding resources. As a Subject Matter Expert in HMA programs, Ms. Hascall has **Senior level experience in developing Local Mitigation Plans, Flood Mitigation Plans and Standard State Mitigation Plans with enhanced plan strategies**. While serving the State of Nebraska, she utilized Watershed districts throughout the state to create planning regions and incorporated as many as 293 jurisdiction mitigation plans into one Regional plan, thus eliminating cost, level of effort and the size of the plans. This approach to plan integration goes beyond documenting the planning process to facilitate plan implementation. She developed and implemented the **Global Match strategy for the State of New York to secure over \$450 million in Match funds**.



**Nancy Freeman** has served as an emergency management professional for more than 24 years in several Florida counties, including as Director in Nassau County. In addition, she has more than 16 years' experience as an assessor and team lead with the Emergency Management Accreditation Program (EMAP), also serving as a Subject Matter Expert for EMAP in developing State and Local Hazard Mitigation Plans.



**Christian Montz**, a **former HUD Fellow and a FEMA Grants Director** has reviewed, approved, and awarded numerous mitigation projects that demonstrated positive benefit cost ratios. While at FEMA, Montz was instrumental in reshaping disaster and non-disaster grant program monitoring, as well as encouraging more outcome-based grant progress reporting and administrative offsetting for sustained and questioned costs. He also has project management experience helping communities recover using CDBG-DR funding.



**Dora Cabell Pleasant**, a **West Virginia native of Charleston in Kanawha County** is a **CPA, CGMS and PMP** who assists states and local governments with administering, overseeing and implementing complex emergency management, preparedness, and disaster recovery grant programs such as CDBG-DR and FEMA PA grants. She has assisted states and local governments with their federal grant programs stemming from Hurricanes Katrina, Irma, Maria, Harvey and Michael; mudslides and flooding in Colorado and an E5 Tornado in Missouri.



**Barbara Spaulding** has worked in mitigation planning and community recovery at all levels government. In the field as a FEMA disaster reservist on 14 deployments, she worked one-on-one with partner federal agencies, states and municipalities to develop mitigation plans, document damage assessments, and promote the National Flood Insurance Program. Her technical assistance and program guidance enabled communities to develop projects qualifying for \$100 million in federal funding while **developing approved mitigation and recovery plans**.

Our Project Team includes a special blend of professionals whose experience ranges from programmatic services such as the development of CDBG-DR Action Plans and Hazard Mitigation Plans (HMP) to program design, development of policies and procedures, monitoring, and compliance. We have successfully provided and continue providing **full-service FEMA HMP, HMGP, and CDBG-DR project implementation services to state and**

**local government grantees** across the country. The result of this combination of skill sets is a Project Team that understands the complexities and challenges of the implementation of FEMA and HUD CDBG based programs by government agencies. This enables us to provide WVDO with an **approach that leverages our comprehensive experience to not only mitigate risk but also to provide the services needed for all aspects of Action Plan, program design and technical assistance** requested in the Request for Proposals (RFP).

A complete staff list for this project is provided in the **Section 2.3.2**. Section with resumes of all personnel included in Appendix A.

## OUR EXPERIENCE

### IEM IS A LEADER IN MITIGATION

IEM has more than three decades of experience developing Disaster Mitigation Act of 2000 (DMA), Flood Mitigation Assistance (FMA), Community Rating System (CRS) compliant hazard mitigation plans that also meet Emergency Management Accreditation Program (EMAP) standards. The company's natural hazard mitigation planning experience includes approximately 132 state and local natural hazard mitigation plans nationwide, which provide coverage for roughly 1,940 jurisdictions. Most of these plans were approved as submitted, with minimal to NO requests for changes required by FEMA. Individual IEM employees previously served in positions such as State Hazard Mitigation Officers, State Planners, FEMA Planning Specialists and Local Mitigation Planners. In these capacities, they also worked on public sector local, state and federal mitigation plan updates. Senior Mitigation Planner Nancy Freeman is also a certified Emergency Management Accreditation Program reviewer and program trainer. In this capacity, she has reviewed 40+ state, local, federal, international and private sector emergency management programs.

- **New York Department of Homeland Security and Emergency Services (DHSES):** In the aftermath of Superstorm Sandy, IEM supported the State of New York with management of a \$14.5 Billion FEMA PA Program and \$1.5 Billion HMGP funding. Working as a subcontractor, IEM was the lead for Hazard Mitigation grant support from the team to NY DHSES. Working directly with the DHSES Deputy Commissioner and the State Hazard Mitigation Officer (SHMO), we designed an HMGP solution covering Hurricanes Sandy, Irene, and Lee for New York. IEM staff assisted in the management of \$15 Billion in infrastructure projects funded with FEMA Hazard Mitigation Funds and PA funds supplemented and/or matched with CDBG-DR funds for Hurricane Sandy.
- **Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)** required a team to augment its PA and HMA support for subapplicants and subrecipients as well GOHSEP's own recipient responsibilities for Hurricanes Katrina, Rita, Gustav, Ike and other declared disasters such as the 2015 flooding. IEM served in a primary role supporting GOHSEP with HMA. GOHSEP currently does not employ BCA staff and IEM filled this critical role to help shepherd HMA applications through the FEMA process of approval, with as tools the two current IEM BCA analysts developed and shared with FEMA. On numerous occasions, when subapplicants, supported by vendor engineering staff, submitted projects for FEMA approval, they have been denied for inadequate BCA. It is in these circumstances that the IEM BCA staff have stepped in to recalculate BCA or have made recommendations to subapplicants to alter technical specifications that would support a viable BCA.
- **Rebuild Florida:** Under more recent CDBG-DR allocations, HUD has been increasing provisions that demonstrate the agency's intent to use program dollars not only to build back what was destroyed by disaster, but to build more resiliently. Inclusion of Green Building Standards provisions, mitigation measures and increased elevation requirements in the Federal Register notices has been a challenge that many grantees acknowledge, but due to limited funding must only minimally meet. In Florida, IEM has

had the opportunity to take resiliency measures to a new level that has not previously been seen in disaster recovery projects through Florida's forward leaning mindset on providing value and increasing safety for residents. IEM formulated resilient home construction standards for Florida's Hurricane Irma Housing Replacement and Repair Program, ensuring that every eligible applicant will receive storm impact rated window replacement, impact resistant roofing with radiant barrier and tie downs, elevated utilities (where applicable), as part of rehabilitation work. These same materials along with Energy Star Rated New Home Construction standards are used for housing reconstruction.

## IEM IS A LEADER IN CDBG-DR RECOVERY PROGRAMS

IEM is managing the largest CDBG-DR housing recovery programs in the nation. Our understanding of the CDBG-DR program is unrivaled and our expertise in this area will be invaluable to making the most out of the CDBG MIT program. Highlights of the work IEM is currently doing under HUD funded CDBG-DR programs:

- **Rebuild Florida:** IEM provides program development, technical assistance, training, management, oversight and compliance activities for the Department of Economic Opportunity. Programs that IEM will support through development and implementation include the state administered housing repair and replacement program as well as subrecipient-driven economic development, buyout, and workforce housing programs. For economic development programs, IEM has provided the state with technical assistance on program design and action plan amendment. IEM staff also provide full time technical assistance to the agency's system development team for the build out of a state-owned system of record.
- **Texas General Land Office Homeowner Assistance Program:** In late 2018, IEM was contracted as one of three Program Management firms to assist with administering the Hurricane Harvey Homeowner Assistance Program for Deep East Texas and the Houston-Galveston Area. IEM is managing over 4,400 applicants and providing program and case management services to move eligible applicants through the application and construction phase, and onto recovery.
- **Puerto Rico Home Repair, Reconstruction, or Relocation Program:** IEM was selected as one of Puerto Rico's program management firms for their housing recovery program. This program will provide assistance to 6,000 eligible homeowners to repair damaged homes or rebuild substantially damaged homes in nonhazard areas. Since August 2019, IEM has processed over 900 applicants (intake complete and eligibility determined), almost twice as many as all the other firms combined. IEM has also assisted Vivienda, Puerto Rico's Housing Department, in developing policies and guidelines for the Homeowner Assistance Program.

**IEM is also a leader in the use of Global Match – combining FEMA Public Assistance, Hazard Mitigation Grant Program, CDBG-DR, and State and private funds** to resource significant infrastructure and housing projects. For example, IEM worked closely with the NY State Hazard Mitigation Officer and the Governor's Office of Storm Recovery to creatively use Global Match for major infrastructure and resiliency projects, including flood buyouts, acquisitions, and water/wastewater projects. IEM's assistance with FEMA HMGP public-sector project work included \$1 billion for wastewater plant reconstruction and improvement in the two largest counties on Long Island. Overall, we implemented \$1.5 billion in global match. IEM also wrote the \$1.5 billion Global Match application for the State of Louisiana after Hurricanes Katrina and Rita – gaining FEMA approval just two weeks after submission of the application.

# 1.0 PROJECT GOALS AND MANDATORY REQUIREMENTS [RFP 4.2]

RFP 4.2: Vendor should describe its approach and methodology to providing the service or solving the problem described by the goals/objectives identified below. Vendor's response should include any information about how the proposed approach is superior or inferior to other possible approaches.

## 1.1 APPROACH TO GOALS AND OBJECTIVES [RFP 4.2.1]

### 1.1.1 ASSESS THE STATE HAZARD MITIGATION PLAN [RFP 4.2.1.1]

RFP 4.2.1.1: Assess the State Hazard Risk Mitigation Plan and related planning documents to develop Mitigation Needs Assessment.

The most recent FEMA-approved State of West Virginia Statewide Mitigation Plan Update was completed in November 2018. By virtue of having a current hazard mitigation plan (HMP), the State is in a position to receive FEMA post-disaster funding in the event of a disaster declaration. This is critical because a review of FEMA declarations for the past shows that the State has received **72 declarations in the last 66 years (since 1954) and, of greater concern, at least one declaration for all but one year since 2000**. From the perspective of meeting planning requirements to secure HMA and HMGP funding, the State is secure.

The current plan is laid out in an orderly fashion that clearly shows the relationship between the FEMA mitigation planning requirements outlined in 44 CFR and plan content. It is concisely written and easy to understand for a stakeholder not intimately familiar with mitigation planning, while also addressing critical industry-specific elements, such as hazard identification and vulnerability assessment, mitigation strategy, and integrated planning. The federal and state authorities by which the plan is developed are also extensively cited, and the plan also details how these authorities underpin activities in all phases of emergency management.

While the State is to be commended for its research and strong presentation of the material, IEM brings to the table a team of mitigation planners with a well-rounded perspective across the field of mitigation planning at the local, state and national level. The team would delve more deeply into plan content and management through an **in-depth assessment based on recent local, state and national events**.

The State plan was completed in November 2018, 15 months ago. While this is a relatively short period of time in the greater scheme of things, FEMA recommends a plan update after every major disaster, and there have been several declarations since the plan was submitted. The last declaration mentioned in the plan is DR-4331 – Severe Storms, Flooding, Landslides and Mudslides. This occurred in July 2017 and was declared on August 18 of that year. The state has received three presidential declarations for the same type of event since then, as well as the current national emergency declaration, known in the state as West Virginia Covid-19 (EM-3450). In terms of staffing, West Virginia Division of Homeland Security and Emergency Management (WVHSEM) is now headed by a new State Hazard Mitigation Officer (SHMO), who would benefit from the institutional knowledge of current staff, as well as the external view of a team of mitigation experts to help with planning updates.

Among **IEM's planning team are three former SHMOs** with whom the new staff member will be able to easily relate: "home-grown" Tim Keaton, a West Virginia native and floodplain management specialist; Sheila Hascall, a

renowned grants management and policy specialist who managed numerous recovery efforts in the state of Nebraska and nationally; and Leroy Thompson who, having started his career as in the building and insurance field, particularly understands the need for, and ways to, advance disaster resiliency. Barbara Spaulding, the proposed CDBG-MIT Mitigation Senior Planner, has worked at the local, state and federal level to write and review multi-jurisdictional plans. She brings to the table a well-rounded view of mitigation planning having done this work locally in Florida; nationally working in FEMA joint field offices in 14 disasters nationwide; and supporting Hurricane Sandy recovery efforts while embedded as an IEM team member with the New York State Department of Homeland Security and Emergency Services.

Building on the existing state hazard mitigation plan (SHMP), this IEM team will help West Virginia refine and update its description of natural hazards and risks, existing capabilities, and potential mitigation activities to:

- Prevent loss of life
- Reduce hazard-related property damage
- Developing policies that are locally and regional sustainability
- Preserving the region’s historical, environmental and cultural values

IEM was founded in Louisiana where a “lagniappe” is a well-known phrase meaning “a little something extra.” In years gone by, service station attendants who pumped gas provided lagniappe by checking a car’s oil level, examining the condition of windshield wipers, and looking under the hood to ensure spot electrical short-circuiting. In the current instance, IEM will provide lagniappe by going above and beyond fully addressing RFP elements to:

- Support all phases of CDBG-MIT project management with enhanced web-mapping and online tools
- Reduce the administrative workload by using innovative tools to streamline processes
- Ensure that the SHMP reflects the needs and priorities identified in the risk and vulnerability analysis
- Promote goals outlined by HUD, FEMA, and other current or potential planning and funding partners.

The SHMP discusses several challenges still faced by the State in implementing an effective mitigation program.

1. The State is **unable to taking full advantage of the streamlined Benefit Cost Analyses (BCA) approach** released by FEMA (August 2013) following Hurricane Sandy. New guidance states that an acquisition or elevation project is immediately eligible if the project cost is less than \$276,000 or \$175,000 respectively – an improvement in benefit determination designed to relieve the applicant burden of developing the BCA as part of the application process. The SHMP discusses this as an opportunity for projects previously ineligible for funding based on BCA determination to now be considered as eligible for funding. It is highly probable that there are now more projects that meet eligibility requirements since local project costs are, overall, run lower than the national average. There will likely be an increase in the number of project applications, far exceeding what current HMA funding affords. CDBG-MIT grants may be used to leverage HMA dollars, but the SHMP also describes the need to revisit the way it currently prioritizes funding mitigation projects. A new WVHSEM funding strategy had not been finalized by the end of the 2018 mitigation planning process, so **developing the CDBG-MIT Action Plan represents an opportunity to address elements such as this from the current SHMP.**

IEM staff can help in this regard because our team is comprised of grants management specialists familiar with a range of funding opportunities that can leverage CDBG-MIT dollars. The most important of these is the use of Global Match, described by FEMA as allowing the grant applicant to flexibly pull funding required to meet a projects local cost share of 25% by drawing match funds from across multiple programs. The challenge lies in maintaining the integrity of federal accounting and reporting requirements, but IEM “earned gold stars” for its successful use of Global Match while managing project funding in New York State. For Hurricane Sandy-funded projects alone, IEM used \$225 million in Global Match funding to support CDBG-DR efforts, while ensuring all



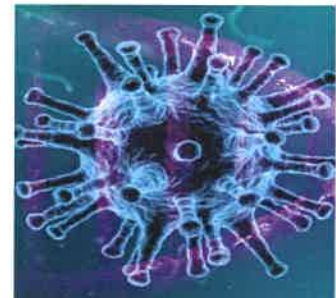
operational and fiscal management compliance for both FEMA and HUD. Funding was used for acquisition and infrastructure projects statewide.

Local communities benefitted extraordinarily from the use of this approach because in New York State, local governments had to come up the required 25% cost share of a federally funded project. They did not need to do so when the Global Match funds could be used. **In West Virginia, the State assumes the local cost share, and this is paid from its “rainy day fund.” Use of Global Match will enable the State to retain this money for other activities or to do what the fund was designed to do – save for a severe contingency.** This funding arrangement can be applied to project support awarded to West Virginia any other federal agency, such as the Army Corps of Engineers.

2. Section 1.G.4 of the 2018 SHMP discusses the State’s interest in **securing Emergency Management Accreditation Program (EMAP) status.** In recognition of this, IEM will perform a review and assessment of all relevant policies, plans and procedures that lend themselves to achieving this goal. For example, EMAP Standard 4.4.4 (Source: 2016 Emergency Management Standard – Assessment Guidance), requires that applicant have a Recovery Plan that addresses short and long-term recovery priorities. In addition, the Plan is required to “provide guidance for restoration of identified critical functions, services/programs, vital resources, facilities, and infrastructure to the affected area.” The updated SHMP will reinforce current plan discussion of critical lifelines and include additional language that lays a stronger foundation for eventual accreditation.

Fortunately for both West Virginia and for IEM, our team includes as a Senior Planner and longtime emergency management professional Nancy Freeman, who is an and Team Lead. Ms. Freeman has conducted assessments on an estimated 45 emergency management programs. Many of these assessments included reviews of the applicant’s hazard mitigation plan, including state enhanced plans. Ms. Freeman has also worked with several states and other government entities in developing an enhanced hazard mitigation plan. As a subject matter expert in this arena, she will be a resource in discussions about how West Virginia can move toward enhancing its mitigation plan.

3. **Infectious Disease/Pandemic is not included** in the list of identified hazards in the current SHMP. The state is fortunate in not having had to deal with this hazard in the past and was, indeed, the last of the fifty states to identify a case of Coronavirus during the current nationwide outbreak. It may be time to add Infectious Disease/Pandemic to the list of hazards for more detailed consideration. Over 30,000 cases have been confirmed in the United States and all fifty states have issued Emergency Declarations. West Virginia will need to, at a minimum, discuss in the next update the fact that there was a Federal Declaration that resulted in DR-West Virginia COVID-19 (EM-3450) on March 20, 2020; the number of total cases identified as of the date of publication of the next plan; the number of deaths (if any); and the impact the event has on the economy. Certainly, there will be significant economic losses resulting from the event, not to mention



## Global Match

Global Match allows the Applicant to utilize any cost share match that exceeds the minimum requirement (referred to as overmatch) from certain subawards to alleviate the financial burden on other projects. It also increases flexibility for the application of various cost share methods. The non-Federal cost share can come from a variety of sources, including cash or donated resources for eligible project costs from the Applicant, subapplicant, or mitigation recipient.

FEMA: Hazard Mitigation Assistance Cost Share Guide (5/19/2016)

social and academic consequences. Governor Justice early on issued directives in an effort to increase the rate at which required medical supplies and household staples are delivered to the state.

This underscores another opportunity for IEM to bring its experience to bear for West Virginia. **Scientists working for IEM develop evidence-based, data-driven planning for federal, state, local, and territorial governments and the private sector.** We help public health agencies, healthcare organizations, and emergency management agencies overcome the challenges they face by collaborating with them to understand the needs of their communities through services such as **pandemic operations planning and alternative care site surveying.** The firm’s public health and pandemic data and modeling expertise is world class. Modeling efforts following the 2001 anthrax attacks and other disease outbreaks led to the development of two Presidential policies in the field of public health.

4. The 2018 plan mentions that there is now **no single, standardized critical facility dataset for West Virginia**, although various department use different datasets that are based on the geographic and subject-matter scope of their planning scope. A thumbnail sketch is shown in the table below, listing current datasets, their owners, and contents.

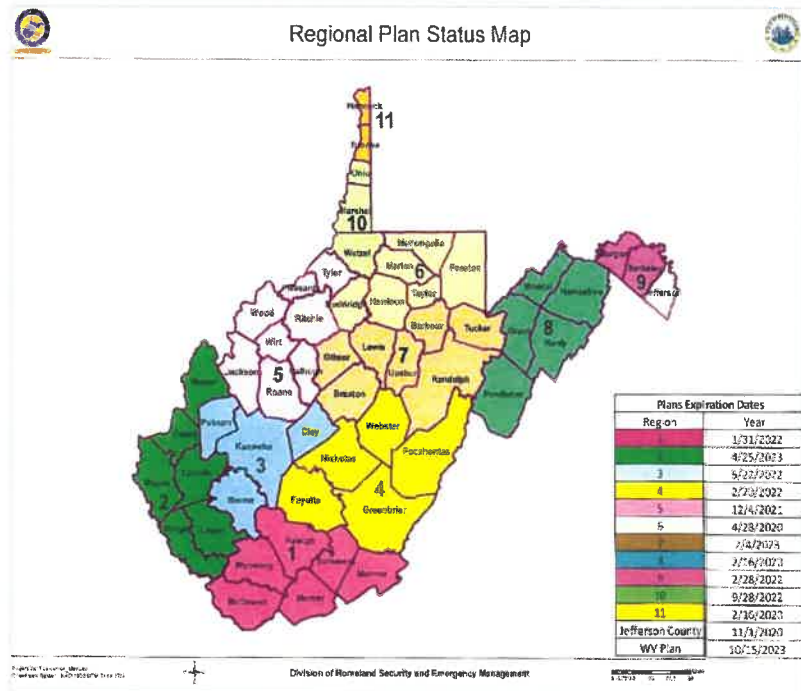
Current List of Documented Critical Assets Statewide	
<ul style="list-style-type: none"> <li>• Offices of Emergency Services, or Emergency Management Agency: Jurisdictional Emergency Operations Centers, some of which include 911 Call Centers.</li> <li>• Law Enforcement Departments: Federal, State, local, and special jurisdiction law enforcement agencies, such municipal police, county sheriffs, State police, school police, park police, railroad police, Federal law enforcement agencies, departments within non-law enforcement Federal agencies charged with law enforcement (e.g., U.S. Postal Inspectors), and cross-jurisdictional authorities (e.g., Port Authority Police).</li> <li>• Fire Departments: Location of fire stations, including fire capabilities house in alternate structures (town halls or other. Primarily also captures assets engaged in forest or grasslands firefighting, including fire lookout towers if the towers are in current use for fire protection purposes. This dataset includes both private and governmental entities. Firefighting training academies are also included.</li> <li>• Hospitals: Major medical facilities, surgical centers, and VA facilities in the state</li> <li>• Schools: Public Pre-Kindergarten through 12th-grade schools statewide.</li> </ul>	
Enhanced State List of Vulnerable Assets would include the following:	
<ul style="list-style-type: none"> <li>• Emergency Management Agency</li> <li>• Law Enforcement Departments</li> <li>• Jails/Correctional Facilities</li> <li>• Emergency Medical Services</li> <li>• Fire Departments</li> <li>• Hospitals</li> <li>• Health Departments</li> </ul>	<ul style="list-style-type: none"> <li>• Primary Care Centers</li> <li>• Colleges/Universities</li> <li>• Nursing Homes</li> <li>• Public Schools</li> <li>• Private Schools</li> <li>• Public Libraries</li> <li>• Court Houses</li> </ul>
Source: 2018 State Hazard Mitigation Plan	

The State plan states that officials recognize the need to develop a more comprehensive statewide dataset in order to fully identify and document potential losses of vulnerable structures. This recommended enhanced database would include assets shown in the table above. The plan also states that WVHSEM and partner agencies were in 2018 laying the groundwork for this enhanced resource.

Having reviewed or written over 130 plans covering nearly 2,000 jurisdictions, IEM planners are skilled at identifying strategic assets for which the community is concerned about maintaining continuity of ongoing operations (COOP). Aside from mitigation planning vulnerability analysis experience companywide, IEM has

developed COOP for, medical, academic, social service, and local, state and federal entities – both national and international. We will use our system wide subject matter expertise to augment local knowledge of statewide assets demonstrated in the 2018 plan.

- The task of reviewing the statewide needs in for the CDBG-MIT needs affords the **opportunity to assess local planning needs**. The IEM will review how any research done for the State will be applicable for regional plan updates for the 11 Regional Planning Councils (and Jefferson County). The figure shows the status of all local plans and when their next update is due.



Local plans expire between the years 2020 and 2023. IEM planners have previously worked in situations where staff were tasked with updating the State plan while concurrently reviewing local plans. In New York State, staff worked on two State updates (2014 and 2019) while continuing to provide ongoing technical assistance to local jurisdictions. Staff support was particularly appreciated by cities, towns and villages unfamiliar with conducting a risk assessment, vulnerability analysis, and developing mitigation actions. IEM would bring this dualistic approach – supporting state and local planning – to the State of West Virginia to ensure that all plans include the most up-to-date available data, while collaborative including all stakeholders in the planning process. Per the RFP, the plan update process will focus primarily on updates for Planning Regions 1-5, but the spillover effect will be that updated statewide information may also be used to inform the planning process of the other regions and Jefferson County.

### 1.1.2 PREPARE CDBG-MIT ACTION PLAN [RFP 4.2.1.2]

RFP 4.2.1.2.1-21: Prepare CDBG-DR Action Plan for submission to HUD. Develop a CDBG-MIT Action Plan

The West Virginia CDBG-MIT Action Plan will cover all activities, initiatives, projects, and administrative efforts proposed to HUD as a framework managing this unique funding opportunity presented to improve community resiliency and quality of life. West Virginia CDBG-MIT goals will reflect those outlined by HUD in the Federal Register (Friday, 8/30/2019).

- ✓ Support data-informed investments in high-impact risk reduction projects
- ✓ Specifically address repetitive loss of property and critical infrastructure
- ✓ Using data and community engagement, build capacity through risk analysis and updated HMPs
- ✓ Minimize future disaster-related costs by:
  - Adopting forward-looking land use plans that integrate HM planning
  - Use the latest building codes/standards to mitigate against:
    - Wildland urban interface

- ✓ Promote the adoption of policies that reflect local and regional priorities that will have long-lasting effects on community risk reduction
- ✓ Reduce risk to community lifelines: Safety and Security; Communications; Food, Water, Sheltering; Transportation; Health and Medical; Management of Hazardous Material; Energy (Power & Fuel)
  - Flood (ASCE-24) and all hazards (ASCE-7)
- ✓ Ensure vertical flood elevation protection
- ✓ Promote use of hazard insurance
- ✓ Maximize the impact of available funds by:
  - Encouraging leverage
  - Private partnerships
  - Coordination with other programs

To ensure that its CDBG-MIT Action Plan is in keeping with HUD program goals IEM will ensure that its action plan includes the elements listed below, including developing a Mitigation Needs Assessment.

**1. Identifies and analyzes all significant past, current, and future disasters and risks.**

The IEM team works daily with data resources that enumerate significant past and current hazard events, thus enabling us to determine future potential disasters and risks to a given geographic area. For example, the FEMA Data Visualization web site (<https://www.fema.gov/data-visualization>) depicts all declared events by county. The table below summarizes data pulled for the four identified LMI counties on which much of this plan is focused.

FEMA Declarations by LMI County: Declaration by Hazard Type

County	Flood	Severe Storm(s)	Hurricane	Snow	Drought	Fire	Chemical	Total
Clay	3	10	3	3		2	1	22
Greenbriar	9	6	3	3	2			23
Kanawha	7	12	3	3	1		1	27
Nicholas	5	9	4	3		1		22

However, this is only a starting point for reviewing county-level occurrences because a review of complete declaration names shows that, except for the recent declaration for West Virginia Covid-19 (3/12/2020), the last ten storms alone included landslides and mudslides in the title (e.g.: DR4455 - West Virginia Severe Storms, Flooding, Landslides, And Mudslides, declared 8/1/2019), indicating that landslides and mudslides must be addressed when summarizing past hazards. The FEMA DR-4273 map of affected counties depicts hazard impacts from the declared event on which CDBG-MIT funding is based. IEM staff is intimately familiar with resources such as this and will mine all public and private sources of data to analyze past occurrences and determine future risk.

**2. Addresses risks identified in the West Virginia State Hazard Mitigation Plan (HMP).**



#### 5. Develops standardized procedure for estimating losses including, but not limited to, Fair Market Values.

Standardized procedures for estimating loss are pretty well-defined through FEMA loss assessment protocols. However, on the HUD side of the fence, estimating loss represents a pretty broad range of options, none of which are specifically dictated by the agency. Considering this is a HUD program, WVDO will need to ensure that the procedure that is chosen is well defined, defensible, and is equitable and applied consistently to all participating parties. IEM's Tiffany Crane has worked with grantees in Mississippi, Texas, Mississippi, South Carolina and Florida to develop standardized estimating procedures that meet HUD's standards and protect the grantees from Fair Housing and other discrimination-based legal challenges. Most recently, in Florida, Ms. Crane was able to implement a novel approach to structure valuation based on standardized price-lists and current condition of structure to develop a cost estimate of the reconstruction of the existing structure to program standards. Using this as the comparison basis for the cost of repair, the program can make an objective determination of the ratio of loss versus value.

Fair Market Value is also a good starting point tool for estimating loss, but it does not begin to address the full economic and social impact of a hazard's destructive power. Fair Market Value is a real estate standard that can be achieved through various appraisal processes conducted by Certified Real Estate Appraisers. The appraisals themselves can then be utilized in conjunction with program rules that can cap values, include a standardized percent factor increase or decrease, or limit feature inclusion. The specific program rules that apply to the appraisal process will be developed as a result of the State's ultimate goals and selected program activities.

Another good source of information is county assessor's databases. They will provide the estimated value of land and the structure on the land associated structures. They can also provide a good inventory starting point for determining property aggregation for inclusion in a particular project under the CDBG-MIT Action Plan. However, county assessor records have posed problematic fair housing challenges brought through the legal system against grantees. This is because tax-assessed property values can vary greatly for similar properties in different ZIP codes resulting in the undervaluation of properties located in areas with a high concentration of poverty or minority populations or located in close proximity to industrial complexes. Therefore, assessor records are an important data point, but should not be used as a basis for valuation.

Additionally, county assessor records could be used to identify properties in every county, but this would not include the value of contents, information about which may be secured from private insurance companies (to the extent they would release this information) and NFIP. Using a State court building as an example, full loss accountability would also include all assets used to carry out court duties, and destruction of this building would also mean that employees may lose their livelihood should courts be adjourned for an indefinite period.

IEM would use all data resources available and also discuss with the West Virginia Board of Insurance and Risk Management (BRIM) how to best estimate losses, particularly for state assets. It would also request BRIM's input about other resources with whom it would be wise to consult as loss subject matter experts.

#### 6. Includes an unmet needs assessment.

The Action Plan and other deliverables will be based on the unmet needs assessment. The assessment will begin with a review of hazards and vulnerabilities, then these will be compared to the level and quality of mitigation activities currently in place throughout the state, but specifically in the 12-county region affected by DR-4273 and the four HUD-designated Most Impacted and Distressed (MID) counties therein. In addition to mitigation needs, the assessment will consider social and economic needs that, if addressed, will foster community resiliency. An example of this would be to identify counties where there is regularly flooding but few people choose to purchase flood insurance to help cover flood losses. Another example, would be the improvement of roads that habitually flood to elevate portions of the road and improve drainage. However, the possibilities for mitigation and resiliency are truly infinite and West Virginia can create novel projects that have a wide impact on a regional basis. Tying the

proposed project activity to the unmet needs identified in the needs assessment will be key. Demonstrating a data-driven and science-backed approach to the needs assessment and documenting the sources and methods for the needs assessment methodology is IEM’s strength. This will provide WVDO with a robust, sound assessment.

**7. Develops uniform county risk scores.**

It is crucial that we compare “apples to apples” in developing a method to compare risk and vulnerability across and within counties. Having conducted risk assessments for nearly 2,000 mitigation plans, the IEM team is well-versed with establishing risk scales that will be used to measure risk and vulnerability. Measurement methods will be created by IEM subject matter experts, who will work with local knowledgeable personnel to develop effective risk assessment tools.

**8. Includes quantitative assessments to demonstrate the significant potential impacts and risks of hazards affecting the critical community lifelines as follows: Safety and Security; Communications; Food, Water, & Shelter; Transportation; Health and Medical; Hazardous Materials; and Energy.**

FEMA’s Critical Lifelines Toolkit includes the following graphic (shown below) as a snapshot of these important community resources.



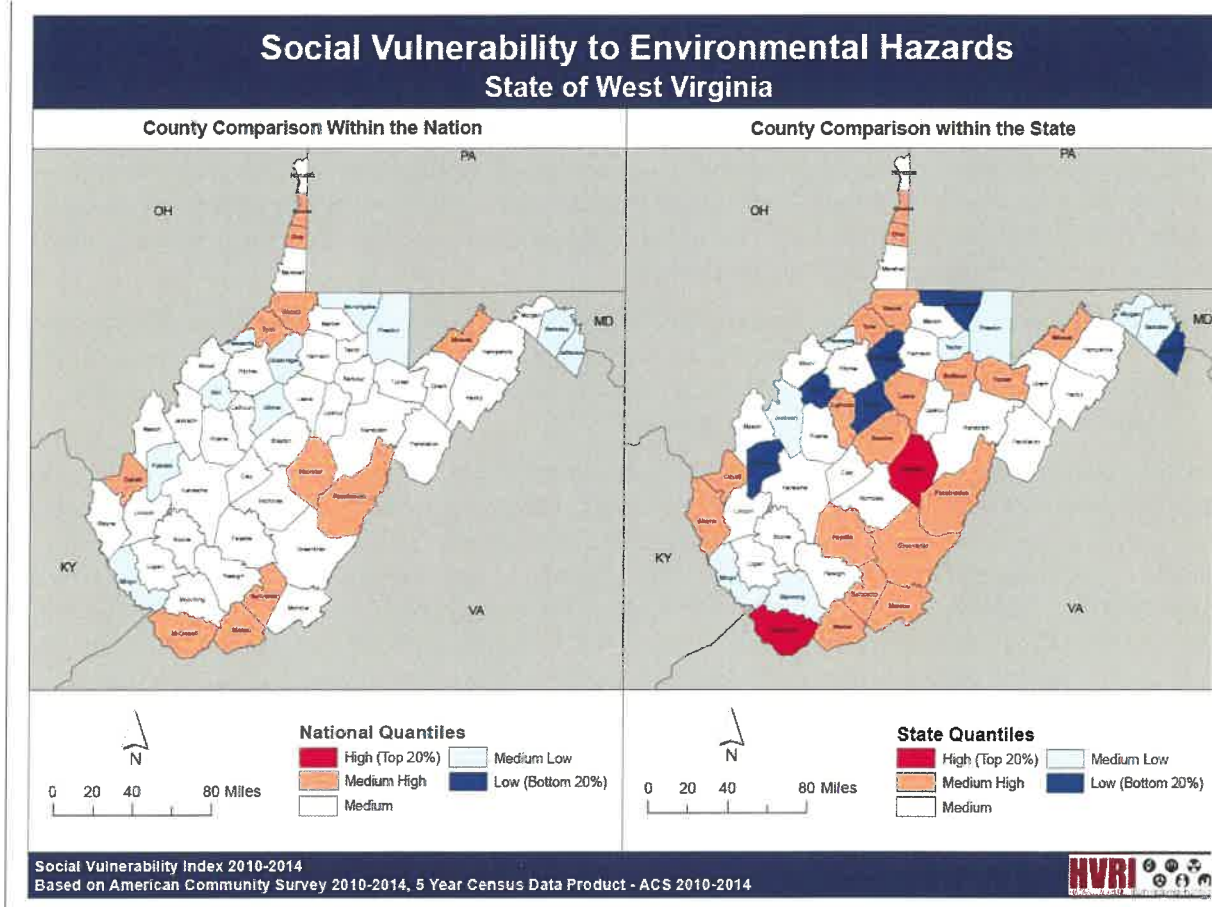
Source: FEMA Media Library, Critical Lifelines Community Toolkit

The Toolkit includes a detailed list of assets that fall into each Lifeline category. For example, Food Water and Shelter includes not only these three elements, but also the field of agriculture, which is the basis of the nation’s food supply. The Transportation category includes Highways, Mass Transit, Railway, Aviation and Maritime elements. IEM staff routinely consider these lifelines when developing hazard mitigation plans and would do so in developing the West Virginia CDBG-MIT Action Plan. Addressing the lifelines would include outlining the specific resources that come under the heading of each lifeline depicted above.

**9. Recommends and develops a social vulnerability analysis such as SOVI®, based on affected populations in 12 counties with maps to overlay social vulnerability, unmet needs, and Mitigation Needs Assessment and the effect on vulnerable populations.**

Because the poorest 1/3 of U.S. counties sustain greater economic hardship from environmental hazards such as hurricanes, flooding, rising sea levels and high temperatures, America’s most vulnerable populations bear the biggest burden in the face of future hazards. CDBG-MIT is a new funding opportunity that aims to preserve and protect our most vulnerable populations. As such, assessing social vulnerability is a critical component of the Action Planning process. In fact, the art of mapping vulnerable classes of citizens overlaid with social, economic, disaster impact, and future projected hazard data is a relatively recent development in mitigation work, with SOVI® being first used in CDBG Action Plans in 2016, though the mapping and analytical capabilities have been under development for much longer.

IEM is an international modeling and technology innovation leader. We will apply our advanced data analytics and



The figure demonstrates the “Social Vulnerability to Environmental Hazards for the State of West Virginia” produced using the SOVI-2010-2014 and produced by the University of South Carolina Hazards and Vulnerability Research Institute.

[http://artsandsciences.sc.edu/geog/hvri/sites/sc.edu.geog.hvri/files/attachments/WV\\_1014.pdf](http://artsandsciences.sc.edu/geog/hvri/sites/sc.edu.geog.hvri/files/attachments/WV_1014.pdf)

GIS mapping capabilities to provide an analysis mapping social vulnerability scenarios for West Virginia. With access to vast stores of data, such as the American Community Survey from the U.S. Census Bureau, FEMA, NFIP, and SBA data, along with local data sources, the granularity of analysis IEM can provide at the census tract level is truly insightful. Given that West Virginia is already familiar with and has used the SOVI® data models for CDBG-DR planning, IEM can also use publicly available SOVI® tools and work with the University of South Carolina Hazards & Vulnerability Research Institute to hone in more specialized analysis of target counties.



**10. Include actions taken to align and coordinate the CDBG-MIT activities with other federal, state, and local mitigation projects and planning processes.**

High-functioning communities are those underpinned by laws, policies and procedures on which development is based. Every project currently underway in the State is funded by local, state and federal dollars allocated as the end result of a planning process that determined the best use of dollars. IEM will review all current projects, regardless of funding source, and the planning processes leading to project development. It would be wise to take advantage of “institutional knowledge,” or the experience of those who involved with current project development and concomitant planning processes. The first step we would take is to meet with project and planning stakeholders to determine how to best align planning and project development efforts henceforth.

**11. Conducts analysis of existing five local Regional Planning and Development Council 1, 2,3,4, and 5 HMP plans with the State HMP to determine alignment and gaps. Describe how it plans to promote and coordination with local and regional long-term planning and implementation informed by its Mitigation Needs Assessment.**

We discussed how new data uncovered during the State plan update, to include information available only since the last plan update, can serve as a resource to update regional HMPs. Regional representatives will be invited to participate in the Action Plan and mitigation plan update processes to ensure that their needs, interests, and concerns are reflected throughout the planning process.

**12. Describe coordination and how the proposed mitigation programs or projects will (a) advance long-term resilience, (b) align with other planned capital improvements, and (c) promote community-level and regional planning for current and future disaster recovery efforts and additional mitigation investments including any leveraging opportunities.**

Community resilience and sustainability is a key component of the CDBG-MIT program. In statewide planning efforts led by IEM in states such as Nebraska, New York and Louisiana, we assembled all stakeholders whose input would be key to aligning mitigation planning efforts with the activities of all state agencies; federal funding entities; local government planning groups; the business community; and the citizenry. IEM will conduct multiple outreach sessions – by phone, in webinars, or in meetings (to the extent allowable given the local Coronavirus situation) to learn about all current planning and project efforts. The goal of such conversations will be to see how mitigation planning supports other planning efforts (comprehensive community planning, emergency management planning, environmental planning, and such), and how those plans may also support mitigation planning efforts.

**13. Investigate and assess current state of local and regional long-term planning efforts as well as coordination opportunities. Assessment of existing programs and planned projects in West Virginia to identify leveraging resources.**

A “starter” list of potential resources to leverage is addressed in Number 14 below. However, it is to be expected that state and local agencies, as federal agencies operating in the state, will share information about resources yet unknown.

**14. Identify any leverage resources that could be utilized in the CDBG- MIT programs.**

While additional resources, no doubt, will be identified in future studies, following is a “starter” list of programs with which IEM staff have worked. We understand how these resources can be used to leverage available CDBG-MIT funding and will consider how to align with current CDBG Small Cities funding, as well as recent CDBG-DR funding. These programs address community infrastructure, long-term sustainability, compliance with program, state, and federal rules and regulation and community resiliency.

- Standard CDBG funding, of which the State is a long-time recipient. CDBG’s goals will be enhanced with initiatives developed through CDBG-MIT that support at-risk communities with efforts to improve infrastructure, promote sustain ability, adhere to regulatory compliance, and foster resiliency. All of these efforts are outlined in both programs, with CDBG-MIT offering an opportunity to expand on current initiatives.
- CDBG-DR funded activities as a result of the 2016 Flooding, Landslides and Mudslides. Aligning the current CDBG, CDBG-DR and FEMA initiatives in the state will be key to the CDBG-MIT process.
- The Global Match program addressed previously offers a unique opportunity to, as described, leverage dollars while reducing the amount of local match required on the part of the State and local jurisdictions.
- FEMA Hazard Mitigation Assistance grants, particularly awards from the Hazard Mitigation Grant Program, will be invaluable. CDBG-MIT was designed to complement HMGP program goals. Having managed thousands of HMA and HMGP programs nationwide, IEM will ensure that the State takes advantage of all available leveraging opportunities.
- Promoting the National Flood Insurance and Community Rating System Programs. Both programs provide money to recovering property owners and FEMA calls flood insurance the most important mitigation tool available. Likewise, communities who advance their CRS class status can save a great deal of money on insurance premiums.

**15. Investigate and assess current state of development of building codes.**

According to the Office of the West Virginia Fire Marshall only 42 local governments have adopted the State Building Code. Further, the state building codes only include the fire codes portion of the International Building Code (IBC), and less than a dozen local governments actually enforce the IBC. This information needs to be documented in a study of all codes and regulations used statewide, particularly in the communities most affected by the CDBG-MIT planning process. Having strong building codes is an important element of promoting community resiliency. IEM will develop a code matrix showing what code is mandated in each county and make recommendations for state-level standards that can ensure that all West Virginia counties are building toward the future in the safest possible manner.

**16. Investigate and assess current state of land use and zoning codes.**

As previously discussed, research needs to be done to assess the state of land use and zoning codes. Much of this data may be included in state and regional plans, and additional information can be secured through conversations with State and local building and zoning officials. Their involvement will be essential if, as part of the planning process, the State selects as one of its initiatives that of strengthening such policies, procedures and regulations.

**17. Outline history of flooding, severe storms, winter weather, landslide/subsidence, wildfire, drought, earthquakes, and dam/levee in the State HMP and apply to community lifelines and other applicable MIT requirements.**

IEM will secure information from the FEMA Data Visualization Tool, the NOAA National Center for Environmental Information, the National Weather Service, and the State Climatologist to identify past events and how events have affected community lifelines. This will allow us to develop a gap analysis and recommend mitigation projects to project lifeline assets.

**18. Provide a geographical impact analysis at the lowest level of the application of CDBG-MIT funds.**

To the fullest extent possible, IEM researchers will drill through data to identify needs at the municipal level – at the census block level if such information is available. We will obtain information from the American Community Survey and most recent available U.S. Census, including data at census tract level. We will also use data sets from past FEMA disasters, SBA loan information, NFIP claims, and other disaster data sets. IEM will use this data to run

statistical analyses and map overlaying demographic data to yield critical information about how West Virginia communities are impacted by social, economic, and environmental factors. This will enable the planning team to determine who is most at risk to hazards and recommend mitigation projects to protect communities and their populations.

**19. Outline of impact of recovery and resiliency improvements.**

The Mitigation Action Plan will necessarily include the impact of recovery and resiliency improvements. These will be described in terms of lives saved, structures protected, and reduced recovery costs stemming from mitigation projects implemented.

**20. Any statistics, or quoted sources, or data must include source citations.**

All data information used in the planning process will include source citations. This is important to accurately document the planning and project development process, but also to serve as a resource for stakeholders joining the planning process who may be unfamiliar with activities to date.

**21. Include any mapping to demonstrate requirements in the CDBG-MIT federal register in the Hazard Mitigation Needs Assessment along with documentation of Federal Emergency Management Agency (FEMA), Department of Homeland Security (DHS), Association of Counties, US Forest Service, HUD mapping, and National Interagency Coordination Center.**

IEM's GIS and Mapping staff routinely develop maps and images that demonstrate a thorough analysis of demographic, social, environmental, epidemiological, land-use and resources, hazards, and critical infrastructure factors. Our GIS capabilities have been tapped by each of our past clients to provide detailed insight into project need and potential impact. **The benefits of IEM's GIS mapping capabilities include cost saving** as a result of greater efficiency by automating and improving workflow; **better decision making** about location, project selection, zoning, planning, conservation, natural resource and land-use planning, and epidemiological outflow; **improved communication** through visualization that assists deeper understanding of hazard impact, social vulnerability, and need; **better geographical information recordkeeping** by maintaining authoritative records about status and change of geography, land-use, cultural and natural resources, and hazards; and **better management of geography** to understand what is going on at various geographical and demographic levels over time.

**A. MITIGATION NEEDS ASSESSMENT [RFP 4.2.1.2.A.22]**

RFP 4.2.1.2.A.22: Mitigation Needs Assessment

**IEM will deliver a complete Mitigation Needs Assessment to WVDO by April 20, 2020.** IEM uses the HMP as the starting point for outlining current risks within the HUD-identified "most impacted and distressed" areas of Kanawha, Greenbrier, Nicholas and Clay Counties. The culmination of all of the investigation, data analysis, public coordination and inter-agency planning described in the previous sections will be the production of the Mitigation Needs Assessment. The Mitigation Needs Assessment will be incorporated into the Mitigation Action Plan and is the foundation justifying WVDO's method of distribution of CDBG-MIT allocation funds, the selection of eligible activities/projects that will be funded and how the intended outcomes of the selected eligible activities will meet those needs. It is a **compilation of quantitative assessments that identifies all significant current and future disaster risks while providing a substantive basis for the proposed activities in the Action Plan itself.** It will also describe the collaboration and coordination among other mitigation projects and West Virginia agencies to **align planning activities and implementation projects.**

At its heart, the Mitigation Needs Assessment itself is a research and planning tool that fosters partnership and coordination across multiple federal, state, regional and local agencies including FEMA, USACE, U.S. Forest Service,

National Interagency Coordination Center (NICC), HUD, WVHSEM, WVDO, regional planning commissions, state and local floodplain managers, long-term disaster recovery work groups, community partners, non-profits and other local stakeholders. The process includes mandatory public hearings. For West Virginia, this mandate will result in a minimum of two such public hearings—at least one at the risk assessment stage and one after publication of the draft Action Plan.

IEM will supply the outreach staff and materials to conduct these meetings in support of WVDO, collect sign-in sheets and log all public comments. We are prepared to draft and publish the public notices, reserve the public meeting space, set up and break down the events. IEM team members will also prepare written responses to public comments, on behalf of WVDO.

The result of IEM’s research portion of the Mitigation Needs Assessment process will be a gap analysis between the State HMP and Regions 1-5 HMPs in an effort to identify opportunities to further strengthen alignment of these plans, update them as needed, and provide a critical understanding of West Virginia’s known and potential hazards, assets, risks, and vulnerability. This analysis will be documented and presented in the Mitigation Needs Assessment final document.

Further, IEM will facilitate consultation with WVHSEM, the agency administering the HMP, and in coordination with WVDO, determine which risks from the HMP will be used in the Mitigation Needs Assessment. WVDO may also wish to address risks that are not included in the State HMP.

Finally, IEM’s Mitigation Needs Assessment will quantitatively assess the significant potential impacts and risks of hazards affecting seven critical service areas, or community lifelines. Lifelines are defined as the most fundamental services in the community that, when stabilized, enable all other aspects of society to function. These seven critical lifelines are:

- a. Safety and Security
- b. Communications
- c. Food, Water, and Sheltering
- d. Transportation
- e. Health and Medical
- f. Hazardous Material (Management)
- g. Energy (Power and Fuel)

**B. PROPOSE PROGRAMS, FUNDING PRIORITIES, METHODS OF DISTRIBUTION, AND ASSESSMENT [RFP 4.2.1.2.B.1-10]**

RFP 4.2.1.2.B.1-10. Propose Programs for inclusion in Action Plan, establish Funding Priorities, propose Methods of Distribution for each proposed program, and provide assessment of existing programs and planned projects in West Virginia to identify leveraging resources.

IEM will propose a Method of Distribution (MOD) of available program funds based on the outcomes and priorities identified in the Mitigation Needs Assessment. We will leverage the findings of past and current efforts, including the HMGP project prioritization process and current disaster recovery activities funded with CDBG-DR to inform the identification of programs and projects.

**IEM designs MOD methodologies with objective, defensible, well-defined criteria that are data-supported and yield replicable results to meet local community need through achievement of State prescribed goals.** IEM’s proposed methodology takes into account the Federal Register designated spending in the HUD-designated Most Impacted and Distressed (MID) counties, the amount of relative disaster damage suffered by counties and

communities eligible to receive funding, categories of available funding (informed by the Mitigation Needs Assessment) and WVDO's preference for direct administration or subrecipient delivery models.

The Federal Register governing West Virginia's CDBG-MIT allocation requires that the State designate a minimum of 50% of funding to the four HUD-identified Most Impacted and Distressed (MID) counties of Kanawha, Greenbrier, Nicholas and Clay, with the remaining funds benefiting either the remaining eight eligible counties of Fayette, Jackson, Lincoln, Monroe, Pocahontas, Roane, Summers and Webster, or across all 12 eligible counties. Funds may also be spent in non-named counties as long as the benefit of the projects also attributes to one or more of the eligible counties. This is a more flexible option under CDBG-MIT than under traditional CDBG-DR programs.

For the 50% HUD-MID set aside, IEM will evaluate past disaster impact and risk of future hazards within these four counties to determine the portion of the set aside that should be allocated to each, based on demonstrated need for mitigation funding to support critical community lifelines. We will also establish funding categories that may be used within each of the set aside areas that tie directly to the mitigation needs of the eligible areas.

Working with WVDO, IEM will make a recommendation of how the other 50% of funding should be used—whether it be split proportionately to past impact and future risk across the remaining eight eligible counties or if it should be split across all 12 eligible counties. The latter option would increase allocations to the original four MID counties with the 50% set aside.

After the allocation of funding at the eligible county level is established and the funding categories have been established, WVDO will need to determine whether all or any portion of the activities will be directly implemented by WVDO or if it will enter into subrecipient agreements with eligible counties. The subrecipient arrangement results in WVDO retaining grant oversight and monitoring responsibilities, but pushing the design and implementation of projects down to the counties.

An alternative to the formulaic allocation of funding would be to establish funding categories and allocating funding for projects in those categories up to an established category cap, ensuring that project eligibility and funding requirements in the four MID counties is safeguarded at a minimum of 50%. WVDO could use existing project ranking to directly allocate the funding, establish a competitive application process for all or some eligible counties, or administer projects in the funding categories directly within the eligible counties.

Regardless of MOD, funding categories or priorities, or administration model selected, **IEM will identify each leveraging opportunity for all federal and state dollars to maximize benefits for WVDO and West Virginians.** IEM will clearly outline the funding source, leveraging rules, amount of match or contribution, and the project types that can be implemented with leveraged funding opportunities.

CDBG funding, including CDBG-MIT dollars, can be used for a broad range of activities including planning, public services, housing, economic development and infrastructure that support mitigation and resilience in the face of long term future impacts of natural and man-made hazards and risks. Because of this grant-type's flexibility, States and their communities have a wide range of eligible options to support long term mitigation and resiliency goals. IEM will propose specific eligible activities that tie to West Virginia's goals of preserving the rich cultural and environmental resources of the state while protecting life and property from hazardous conditions.

Funding prioritization methods will be based on criteria established by WVDO, the State HMP and/or in concert with public participation feedback and may include a program's or project's ability to achieve established goals, magnitude of mitigation potential, connection to state HMP priorities, benefits for low to moderate income residents, protection of key local assets, enhancement of critical community services, and CDBG program eligibility, among others. **Effective programs and projects will be those which are most compatible with current conditions, needs, and desired future outcomes of the County and State**, as well as those that comply with the requirements of the CDBG-MIT Program. Prioritization will be finalized with assistance from WVDO.

Multi-jurisdictional projects can maximize impact and efficiency through improved communication and coordination among jurisdictions and leveraging common resources to force multiply the positive effects of project design. Such an approach also enables a more comprehensive mitigation approach, maximizes economies of scale, avoids duplication of efforts, and can provide supportive organizational structures. IEM will assist WVDO in the identification of these projects that can really stretch dollars farther and impact more communities for the better.

IEM will assist in the development of all required components of each proposed program or project. At a minimum, this will include definition of the:

- Proposed budget with description of total resources, by category, including the CDBG-MIT grant funding, leveraged sources, and any program income expected to be available at the state level, including state revolving funds any recaptured grant funds;
- National Objective(s) served with the funds;
- Administering entity;
- Eligible beneficiaries or applicants;
- A description of all criteria used to select applicants for funding, including the relative weight of each criterion, where applicable;
- Sufficient information that applicants will be able to understand the criteria and prepare responsive applications;
- Relation to specific impact of disaster, hazard or risk and long-term recovery, mitigation and resilience;
- Threshold factors and/or eligibility criteria;
- Grant size limits;
- Start and end dates;
- Quantified performance outcomes; and
- Application procedures (as necessary).

### C. PREPARE AN IMPLEMENTATION PLAN [RFP 4.2.1.2.C.1-15]

RFP 4.2.1.2.C.1-15. Preparation of an Implementation Plan to be included in the Action Plan.

There is an intensive level of coordination between departments to gather the substantiating documentation, assess it, and address any gaps for the Implementation Plan and Capacity Assessment. **Due to the significant level of effort associated with this portion of the Action Plan process, work for this will begin immediately upon contract execution and the initial draft will be completed no later than May 4, 2020. Work on this task will run concurrently** with other Needs Assessment and Action Plan development activities.

IEM's Tiffany Crane has conducted CDBG grantee and sub-grantee capacity assessments for the past 5 years. She has successfully written and submitted the CDBG-DR Implementation Plans for Richland County, South Carolina and portions of the Implementation Plan for San Marcos, Texas. She has supported the State of Florida with evaluation of and compliance with its Implementation Plans for Hurricanes Matthew, Hermine and Irma.

The Implementation Plan and Capacity Assessment is a necessary component of the Action Plan process and required by the CDBG-MIT Federal Register, 6109-FR-N-02. Because the CDBG-MIT initiative will require a high level of interaction between HUD and the State of West Virginia to ensure performance and compliance across the implementation spectrum, **HUD is placing great emphasis on the State's ability to compliantly implement and oversee the funding.** As part of HUD's pre-award evaluation of West Virginia's, and specifically WVDO's management and oversight capability for the CDBG-MIT grant, WVDO must complete this initial planning and documentation exercise to prove to HUD that WVDO has sufficient resources, strategy, policies, procedures and

controls in place to successfully manage the funds and the associated risks. Section V.A.1.b. of the notice outlines these requirements.

Any failure by the agency to comply with the Implementation Plan during CDBG-MIT implementation activities, will prompt HUD to exercise any of the corrective actions available to it under Subpart I or Subpart O of the CDBG regulations at 24 CFR 570, including actions in 24 CFR 570.910, 570.911 and 570.913. IEM's job is to prevent any such actions from being taken and will therefore assist WVDO with establishing proper controls and monitoring protocols to ensure Implementation Plan compliance. The best tool to combat non-compliance is to ensure that the Implementation Plan and Capacity Assessment is maintained and updated to document every change in the infrastructure of WVDO's CDBG-MIT program. **It is meant to be a living document.**

The Implementation Plan and Capacity Assessment must be submitted with the Action Plan. WVDO must certify to the accuracy of the documentation submitted and must implement the CDBG-MIT grant consistent with this documentation, as approved by HUD. IEM will prepare all necessary certifications for WVDO review and signature.

In addition, IEM will develop a staffing plan with roles and responsibilities and organizational chart that clearly identifies all available WVDO staff, any partner agency staff, supplemental vendor staff and consultants, as well as any placeholder positions for which WVDO will fill.

IEM's Implementation Plan will also include a copy of WVDO's most current Single Audit, description of WVDO's financial management system and internal controls. IEM will begin working with WVDO to procure this documentation immediately upon contract execution as this documentation has proven challenging for some grantees in the past.

IEM will complete this work on behalf of WVDO by assessing current policies and procedures, formulating new policies and procedures, identifying agency staff resources who will be involved in carrying out the CDBG-MIT program, documenting WVDO capacity, describing how WVDO will carry out its activities and how the agency will address any capacity gaps, and describing how WVDO staff that administer CDBG-MIT funding will work with their counterparts who manage FEMA-funded activities. Further, IEM will describe how WVDO's CDBG-MIT activities will be coordinated with its CDBG-DR grants and how WVDO will ensure compliance with all generally applicable CDBG requirements.

Specifically, IEM will complete the HUD Implementation Plan and Capacity Assessment Checklists (See Appendix C) and ensure that:

1. There are adequate procedures to enable applicants to determine their application status, at all phases, procedures indicate the frequency of applicant status updates and identify which personnel or agency is responsible for informing applicants of status
2. A timeline with milestones describing when and how WVDO will address all capacity gaps that are identified
3. They include a list of any open CDBG-DR findings and an update on the corrective actions undertaken to address each
4. Lists use the HUD Staffing Analysis Worksheet to conduct an accurate assessment of staff capacity and identification of adequate personnel who have documented experience in the timely development and implementation of mitigation programs particularly as it relates to activities in infrastructure, housing, and economic development (if applicable); are responsible for procurement/contract management, compliance with regulations implementing Section 3 of the Housing and Urban Development Act of 1968 (24 CFR part 135)(Section 3), fair housing compliance, and environmental compliance; and are responsible for monitoring and quality assurance, and financial management.

5. They include a description of WVDO’s internal audit function, including responsible audit staff reporting independently to the chief elected official or executive officer or governing board.
6. Checklists describe how WVDO will ensure effective communication and coordination between State and local departments and divisions involved in the design and implementation of mitigation planning and projects, including, but not limited to:
  - a. departments responsible for developing the HMP for applicable jurisdictions;
  - b. departments implementing the HMGP;
  - c. subrecipients responsible for implementing WVDO’s action plan; and
  - d. local and regional planning departments to ensure consistency and the integration of CDBG–MIT activities with those planning efforts.
7. They describe how IEM is providing Technical Assistance for any personnel that WVDO does not employ at the time of Action Plan submission and to fill gaps in knowledge or technical expertise required for successful and timely implementation.
8. Checklists describe how WVDO will procure any supplemental vendor support to fill any personnel gaps.
9. They identify WVDO as the lead agency responsible for implementation of the CDBG-MIT grant.
10. Checklists document proof of a conflicts of interest policy and a process for promptly identifying and addressing such conflicts
11. They document procedures to detect and prevent, fraud, waste and abuse
12. They detail the frequency and type of monitoring, particularly for subrecipients
13. Certification of Accuracy of Risk Analysis Documentation is included

HUD will consider WVDO to have sufficient management capacity if each of the above criteria are met, sufficient documentation is attached, checklists are completed, and all necessary certifications are provided. The mandatory checklists and certifications are attached as Appendix C, for WVDO review.

**D. CREATE A 12-YEAR BUDGET [RFP 4.2.1.2.D]**

RFP 4.2.1.2.D. Create a 12-year budget with quarterly milestone reports to ensure that the State meets the required spending milestones as established by HUD. The reports should include a budget for each program within a single chart for the entire CDBG-MIT Program and include financial projections.

IEM will provide a single chart for the entire CDBG-MIT Program that includes the total CDBG-MIT budget, broken down by program area broad purpose (such as public services, infrastructure, housing, planning, or economic development) and/or service area (County or community awarded or set aside funds) and including financial projections. This budget demonstrates the method of distribution (MOD) and will be tied to a 12-year spend down of funds, where quarterly spend milestones are identified. It is a critical piece to the CDBG-MIT Action Plan, as well as WVDO’s DRGR Action Plan submission to HUD prior to HUD’s establishment of WVDO’s Line of Credit.

HUD releases financial reporting on open grant balances monthly. This is how HUD rates performance of grantees. It is all tied to how quickly grantees are drawing down their available funding. Typically, as long as grantees are spending no less than 10% of the projected monthly burn rate necessary to spend all funds within the allowable performance period, the grantee is considered “on pace”. Grantees who fall below this spending threshold are considered “slow spender” and typically encounter a heightened level of scrutiny from the agency.

Typically, grantees in their first year of operation (post grant agreement execution) remain in a grace period and are not rated on performance. Recognizing the importance of maintaining an “on pace” standing for the grant and WVDO, IEM closely tracks and monitors grant spend down over the allowable grant period, in this case 12 years. IEM’s Earl Randall, a former HUD employee, has spent a considerable amount of time with IEM’s state grantees



delving into and teaching HUD’s methodology for monthly project status reporting based on spend down of grant dollars.

IEM uses the very same method to calculate the monthly burn rate needed to achieve and maintain “on pace” status with HUD. We then translate the needed monthly burn into quarterly and yearly milestones. This sets the framework for establishing the 12-year budget. We then spread this projected burn rate across all identified activities based on projected start and end dates. The goal of IEM’s budgeting activities is to break down costs from the broadest to most specific level for clarity of tracking every dollar actually spent versus projected to be spent, leveraged, recaptured or earned as program income.

IEM’s CDBG-experienced compliance and financial controls specialists are well versed in DRGR project setup and reporting, including budget allocation and milestone reporting. With the 12-year spend requirement attached to the CDBG-MIT funding, IEM will work with WVDO to create a comprehensive budget spanning the entire period, including financial projections.

Typically, projects are based on groups of activities that accomplish a similar, broad purpose or are based on an area of service. IEM develops budgets based on how projects are grouped, by broad purpose or service area. Programs within a broader category are developed as a single project budget. For example, single family home buyout within the broad purpose group of housing would have its own dedicated budget and be entered into DRGR as such. The Method of Distribution (MOD) categories typically serve as the projects in the DRGR system until further breakdown of project specific activities are identified after project award.

IEM’s budget development process includes processes and procedures to reconcile budgets, obligations, funding draws, and expenditures. Through budget compliance and monitoring activities, IEM recommends calculated expenditures to determine compliance with overall benefit requirements, Action Plan allocations and set asides, as well as administrative, planning and public services caps. We typically formulate calculations within our budgeting tools that will automatically track and calculate these expenditures versus the total CDBG-MIT allocation to ensure compliance. We include budget itemization and budget summaries at the specific activity level, the broader service level or funding category, and the total grant.

#### E. DEVELOP GRANT MANAGEMENT PROCESSES [RFP 4.2.1.2.E]

RFP 4.2.1.2.E. Development Grant Management processes to include: a. Reasonable cost verification process, b. timely expenditure process, c. projection of expenditures and outcomes.

Federally funded projects, including FEMA Hazard Mitigation and CDBG projects, are all subject to the financial requirements of 2 CFR 200, which includes cost reasonableness standards and proof of due diligence in assessing such cost reasonableness. Additionally, HUD has issued guidance on timely expenditure and projection of expenditures and outcomes that is in addition to the specific timely expenditure requirements outlined in 6109-FR-N-01.

IEM will develop a grant management process for WVDO, but in full transparency, the best option and most cost effective one, is to not completely re-invent the proverbial wheel. WVDO is an experienced grantee with existing policies, procedures, and processes in place. The most time and cost efficient action would be to evaluate WVDO’s existing grant management process to assess adequacy of current cost reasonableness verification, timely expenditure, and projection policies and procedures for adaptation to the CDBG-MIT program, address any gaps and update or augment existing systems. Should these systems and processes be missing or inadequate, IEM will provide new grant management processes to ensure WVDO can meet its obligations under the HUD grant agreement.

With regard to cost reasonableness, IEM will verify that the necessary due diligence processes are in place based on the activity type, procurement, or cost type. For instance, determining cost reasonableness of environmental

services related to an environmental assessment for a major infrastructure project will require an assessment of the scope of the project and comparison to industry standards for similar environmental services. There are known industry standards and sometimes the industry standard must be demonstrated through the solicitation process itself. There are also prohibitions in 2 CFR 200 of certain contracting and procurement vehicles. Use of these in violation of the regulations would, on its face, result in a determination that a cost is not reasonable. IEM will ensure that WVDO has sound cost reasonableness standards, procurement processes and documentation requirements.

We will verify how WVDO will track expenditures each month; monitor expenditures of its subrecipients; account for and manage program income; reprogram funds in a timely manner for activities that are stalled; ensure that contracts and bills that require payment will be paid timely; project expenditures of all CDBG-MIT funds; ensure that actual and projected expenditure of funds is accurately reported to HUD in DRGR Quarterly Performance Reports (QPRs); and identify the personnel or organizational unit within WVDO responsible for ensuring timely expenditures.

#### F. PERFORM ANALYSIS AND RECOMMENDATION OF WAIVERS [RFP 4.2.1.2.F]

RFP 4.2.1.2.F. Perform an analysis of waivers offered in the MIT federal register and recommend and draft any waivers which may assist in the implementation of the WV CDBG-MIT grant.

HUD has the ability to waive completely or institute alternative requirements to some federal rules. For instance, it is not uncommon for grantees to request waivers to the overall benefit requirement or Section 404(d). Grantees have also received waivers on public service caps, alternative National Objective criteria, public participation requirements, and increased breadth of eligible activities. After Hurricane Katrina, HUD even waived environmental review requirements. Though this particular environmental review waiver has not been granted since Hurricane Katrina, there may be emergency actions, such as the COVID-19 pandemic that warrant such action in the future.

HUD has already provided waivers and alternative requirements that are outlined in 6109-FR-N-01 applicable to CDBG-MIT grantees. However, there may be opportunities for WVDO to request additional waivers and alternative requirements. IEM's policy experts will work hand in hand with WVDO to identify any waivers that will increase the efficiency, efficacy or program options that West Virginia has at its disposal to create the most benefit for its citizens. IEM will provide recommended waiver requests within five days of determination such action is necessary so that WVDO can make its submissions to HUD. IEM follows a standard waiver request letter format outlining the rule from which we are seeking a waiver, requested modification and expected outcome.

#### G. PREPARE THE SF-424 AND CERTIFICATIONS [RFP 4.2.1.2.G]

RFP 4.2.1.2.G. Prepare the SF-424 and Certifications.

The SF-424 is a standard form used as a cover sheet and required for submission with the Action Plan. Further certifications are required and included with the required Action Plan Checklist and Implementation Plan. IEM will prepare all forms for WVDO review, signature and submission.

### 1.1.3 PREPARE FINANCIAL CONTROL, PROCUREMENT AND GRANT MANAGEMENT DOCUMENT [RFP 4.2.1.3]

RFP 4.2.1.3: Prepare financial control, procurement and grant management document for submission to HUD.

HUD's obligation to ensure that grantees have sufficient financial controls, procurement policies and grant management functions stems from the agency's overall responsibility for the allocation of funding. In recent years, HUD Office of Inspector General (OIG) has increased its oversight of HUD and recommended stricter controls. As a result, HUD requires grantees to demonstrate sufficient controls, policies and procedures pre-award. For WVDO, this means that documentation and certification of financial controls and procurement processes, and adequate procedures for grant management must be submitted 60 days prior to the deadline for the submission of an action plan.

IEM will prepare documentation of WVDO financial controls, procurement and grant management processes and systems for submission to HUD. This is typically the aggregation of current WVDO and associated departments' organizational structures, process flows, and written policies and procedures. IEM will then review all documentation for compliance with federal standards. As long as the WVDO policies and procedures are at least as restrictive as the federal requirements, compliance is achieved. However, if WVDO policies and procedures are less restrictive, the federal standards must be adopted for the CDBG-MIT funding. IEM will identify any such necessary action and work with WVDO on adoption should that be necessary.

**We will deliver the final document no later than June 1, 2020 so that WVDO has the appropriate time to route the documentation for signoff and certification prior to submission to HUD on June 3, 2020.**

#### A. UPDATE CONTROLS DOCUMENT [RFP 4.2.1.3.A, 1-8]

RFP 4.2.1.3.A,1-8. Update proficient controls document from existing CDBG-DR and CDBG controls

IEM will begin evaluation of and update to WVDO's existing CDBG-DR and CDBG controls immediately upon contract execution. We will **provide a written analysis of any concerns, findings or opportunities for efficiency**. IEM will coordinate with WVDO staff members to assess proposed updates and solutions. Should controls be missing or inadequate, IEM will provide additional control measure recommendations to ensure WVDO can meet its obligations under the HUD grant agreement. The areas of review will include: financial controls, Single Audit, financial management system, internal controls, procurement, duplication of benefits (DOB) process, timely expenditure, and management and monitoring of funds.

#### B. PROVIDE FINAL PROFICIENT CONTROL DOCUMENT FOR CDBG-MIT PROGRAM [RFP 4.2.1.3.B,1-16]

RFP 4.2.1.3.B,1-16. Provide final proficient control document for CDBG-MIT Program

**IEM will deliver the final proficient control document for CDBG-MIT no later than June 1, 2020 so that WVDO has the appropriate time to route the documentation for signoff and certification prior to submission to HUD on June 3, 2020.** The final document will include: financial management; internal controls; payment and financial control; improper payments; program income; revision of budget and program plans; period of performance; record retention and access; audit requirements; procurement processes; procedures for: prevention of duplication of benefits, determination of timely expenditures, maintenance of a comprehensive website, and detection and prevention of fraud, waste and abuse; and certifications and revisions necessary due to HUD's review.

It is always best that controls within an agency are streamlined and applicable across all grant types. Though this is not always possible as this would require the most restrictive provisions across all grants to form the full set of controls adopted by the agency and some grant rules can conflict with others, IEM will strive for consistency between the final proficient controls for CDBG-MIT and the updated proficient controls for CDBG and CDBG-DR. Since the backbone of CDBG-MIT and CDBG-DR is CDBG, this is the most ideal group of grant types to align. Alignment reduces the instances of human error.

### 1.1.4 PROVIDE TECHNICAL ASSISTANCE [RFP 4.2.1.4]

RFP 4.2.1.4: Provide technical assistance during the submission of the CDBG-MIT Action Plan and upon completion of review by HUD, the implementation of the programs. The Action Plan is due to HUD by August 3, 2020.

RFP 4.2.1.4.A: Develop policies and procedures for each program in the CDBG-MIT grant.

RFP 4.2.1.4.B: Develop process, procedures, and forms required to administer the CDBG- MIT grant.

IEM holds the distinction of serving as a **HUD-selected Technical Assistance provider for Community Development Block Grant** services. We use policy and compliance staff for each CDBG-DR program to support our state partners with training, tools and technical assistance based on client need and at client request. For example, in Florida, IEM is providing agency staff training to include conflict of interest, protecting personally identifiable information, cross-cutting federal regulations, subrecipient management and program guidelines. We continue to work in coordination with the agency’s compliance and monitoring staff to provide tools and best practices. Through this process, IEM’s experts, including former HUD leaders, provide technical assistance and recommendations on areas of opportunity that best meet our clients’ needs.

IEM will provide WVDO with the technical assistance requested in the RFP, including development of policies, procedures, process flows and forms required to administer the CDBG-MIT program. We will formulate initial program guidebooks and documentation based on the overarching program descriptions identified during the Action Plan development process. As subrecipients are identified, projects are awarded or individual activities are firmed up, IEM will flesh out the WVDO-level tools necessary for successful implementation, management and oversight.

As with all CDBG programs, there are multiple rules and regulations that must be reflected in the CDBG-MIT policies and procedures. These include 24 CFR Parts 35, 58, 85, 52, and 135, 2 CFR 200 Uniform Administrative Requirements, Fair Housing Act, National Environmental Policy Act, Uniform Relocation Act, Labor Standards and the Davis-Bacon Act, applicable Federal Register notices, public laws, federal agency guidance requirements, as well as state and local laws. In all there are more than 85 cross-cutting regulations and guidance documents that one must be able to sift through and apply. All existing policies and procedures as well as new ones will be developed, vetted, reviewed and adopted with these requirements in mind.

### 1.1.5 DESIGN PROGRAM ADMINISTRATION TOOLS [RFP 4.2.1.5]

RFP 4.2.1.5: Design Program Administration Tools for State to Use in Administering CDBG- MIT Programs

IEM will provide assistance to WVDO and West Virginia’s Units of General Local Government (UGLGs) to support the effective and responsible management of grant funds in compliance with the financial requirements in Subparts D and F of 2 CFR part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, grant agreements and other applicable federal regulations. IEM will provide these program and grant administration tools to evaluate and manage locally administered CDBG-MIT funded projects. Our services bridge the whole span of CDBG eligible service categories including public services, planning, housing, infrastructure, and economic development program management.

We develop implementation, oversight and monitoring tools to evaluate implementation of contractor performance and subrecipient administrative and implementation procedures at the service-level. This will include tasks such as building review checklists and trackers for subrecipient deliverable requirements and suggested mechanisms to hold them accountable for work product, scope, schedule and budget. IEM’s own experience as a successful program management implementation contractor provides WVDO with a partner who understands the need for performance, efficiency and compliance.

We recommend measuring performance against contract requirements as outlined in grant agreements, project execution plans, and projected benchmarks and milestones. IEM evaluates work flow processes for efficiency, making recommendations for process improvements. We support compliance with technical assistance on environmental regulations, Fair Labor Standards, Section 3 hiring, and other flow-down contract requirements. IEM will provide advisory services on the development of new or refinement of existing QA/QC program design to ensure compliance with program scope of work, accuracy of reporting records, and documentation requirements.

IEM will work with WVDO to identify the performance metrics most important to the agency and the community to incorporate any custom-level requirements into IEM’s recommended performance indicators for program execution. We will also identify the key deliverables necessary to document project decisions that impact the project lifecycle.

IEM has been on both sides of the subrecipient table—as contracted subrecipient support and as the State’s arm for subrecipient management. Our ability to evaluate a prospective subrecipient’s capacity and capabilities to administer CDBG-MIT funded projects / programs is a key differentiator that our team possesses. Further, IEM understands the necessity of assessing grantee and subrecipient capacity, capability, financial management, controls, and implementation structure for sufficiency to execute the program. We will use the IEM Grant Management Framework which is the gold standard for efficiency, compliance, and transparency for federal grant funding oversight and management.

IEM will provide WVDO with the right support and tools to evaluate prospective subrecipient ability to demonstrate that it has all necessary systems, guidance, and policies and procedures to uphold its duty in the administration of CDBG-MIT funds and that it will prevent duplication of benefits as defined by Section 312 of the Stafford Act. Specific to the CDBG foundational requirements of the grant, the grantee/subrecipient must demonstrate how the program or project will meet national objectives, each activity will be delivered, eligibility will be determined (including duplication of benefit assessment), and that the organizational capacity of the grantee/subrecipient is sufficient to ensure proper and timely drawdown of program funds.

We encourage and **our toolkit includes templates, checklists, trackers, assignment tools and guides that support pre-award application evaluation** site visits to assess a potential subrecipient’s ability to effectively manage funds, ensure timely expenditure of funds, maintain a comprehensive website regarding all disaster recovery activities assisted with these funds, and ensure timely communication of application status to applicants for disaster recovery assistance. IEM also recommends evaluating whether the prospective subrecipient has demonstrated that it has adequate policies and procedures to detect and prevent fraud, waste and abuse. We can provide the appropriate HUD monitoring tools and technical assistance to support WVDO in this activity.

**A. DEVELOP AND WRITE AN APPLICATION PROCESS [RFP 4.2.1.5.A,1-5]**

RFP 4.2.1.5.A,1-5: Develop and write an application process for qualifying applicants to apply for funding from WVDO included but not limited to:

After the Mitigation Needs Assessment is completed and the Action Plan eligible activities have been identified, IEM will develop and write an application process for qualifying applicants for funding from WVDO. IEM will develop and deliver the project process and procedure manual, application, application instructions, eligibility and

supporting documentation requirements to WVDO for review and approval. The application process will include information about relevant deadlines and any pre-screening criteria, as well as scoring criteria and weight factors, and Notice of Funding rounds.

IEM will support any pre-application submission review. Upon application period closing, IEM will conduct final application review and scoring and can make recommendations for funding to be approved by WVDO. IEM's accountability is delivered through performance metrics and delivery strategies that will yield the greatest value for the State. IEM will deliver written assessments of each subrecipient application. Our written assessments will cover each of the HUD required risk analysis and implementation plan categories evaluated by our team in order to provide WVDO with the best information on which to base a funding decision.

IEM most recently completed this same suite of activities for the State of Florida in both the Matthew/Hermine and Irma recovery projects. For Matthew/Hermine, IEM completed two funding rounds. For Irma, IEM designed the program guidebooks, applications and application processes for the homeowner repair program, Voluntary Home Buyout and Economic Development programs.

IEM will support WVDO with the application cycle for funding, starting each subrecipient and program activity with compliance and closeout procedures as the foundation of application review. IEM will develop and implement checklists and quality assurance procedures that support application evaluation consistent with HUD's requirements and accountability measures.

#### **B. PREPARE SUBRECIPIENT AGREEMENT TEMPLATES [RFP 4.2.1.5.B]**

RFP 4.2.1.5.B. Prepare subrecipient agreement templates to be used for each subrecipient that is a concise statement of the relationship and the conditions under which funds are provided. Each agreement will specify the specific records the subrecipient must maintain and the particular reports the subrecipient must submit in order to assist the grantee in meeting its recordkeeping and reporting requirements

IEM has prepared subrecipient agreement templates for clients across the country and most recently in Florida. Using a general contracting format specified by our client agency's legal department, IEM developed the specific subrecipient agreements that outlined both the grantee and subrecipient's rights and responsibilities under the agreement, tied to a specific scope of work with milestones and performance metrics, and including all necessary CDBG clauses.

IEM will deliver subrecipient agreement templates to WVDO that specify the scope of work, terms and conditions of the agreement, and necessary CDBG clauses, including performance measures and timeframes and any special grant conditions that result from the pre-award review of applications. We will incorporate budgets, applicable federal and state regulations, program requirements, and oversight, monitoring, and audit requirements. The required CDBG clauses include suspension, termination and debarment provisions. The grant agreements will require acceptance of procurement, subcontract, and documentation standards, including compliant document retention provisions.

IEM will work with WVDO and WVDO's legal entity to achieve final approval of the templates concurrently with Action Plan development activities. We have found that the earlier we can get these agreement templates into legal review, the smoother programs are able to launch when subrecipients have been selected.

### C. CREATE MONITORING DOCUMENTS TEMPLATES [RFP 4.2.1.5.C,1-6]

RFP 4.2.1.5.C. Create Monitoring document templates to support the Agency's CDBG-MIT Program's oversight, management, and compliance monitoring process that involves an ongoing process of planning, implementation, communication and follow-up.

IEM will develop monitoring document templates to support WVDO's CDBG-MIT oversight responsibilities. Our templates support the compliance and monitoring function by helping WVDO evaluate whether subrecipient policies are fully developed and comply with federal and State regulations regarding each funding stream. Additionally, our monitoring documents, tools and templates support an ongoing gap analysis system to monitor all systems for outliers and an ongoing process improvement system that addresses outliers at the procedural level to ensure that projects are treated equitably and that a solution for one project can guide others to success. Our tools support:

- Account reconciliations for all financial systems, Project Worksheet accounts, applicant balances, system interfaces, and other control balances, all performed in a timely manner and reviewed to determine gaps or variances from budgeted amounts. In the event of material variances, the IEM Team will help perform further analysis. The successful compliance and monitoring framework provides an assurance that each project file preserved in the system of record is audit-ready.
- Quality assurance/quality control reviews and assessments that ensure the payments process complies with federal and State regulations as well as industry best practices.
- Program standards that are monitored in real time against the standards set forth in HUD's Community Planning and Development Monitoring Handbook 6509.2.

Based on the initial assessment of subrecipient capacity and capability established at the application review stage, IEM will design procedures and tools to monitor program files to make sure that **documentation is present and sufficient to demonstrate that each funded UGLG is in compliance** with WVDO's grant agreements and ensure that follow-up measures such as Quality Improvement and Corrective Action Plans are put in place to eliminate repetition of errors and correct deficiencies.

### D. DOCUMENT CONTROL AND MANAGEMENT [RFP 4.2.1.5.D.1]

RFP 4.2.1.5.D.1. Provide appropriate document control and management to meet the financial and documentation requirements for CDBG-MIT grant.

Program and project files must always be complete, accurate, organized and easily accessible. This is the only way to properly document eligibility of program activities or applicants, cost reasonableness, and all compliance-required materials. Setting up a standardized file reporting protocol through standard operating procedures that are regularly tested will ease the burden of file closeout, project monitoring and audit. IEM's experienced CDBG-DR professionals are expert in developing and maintaining solid record keeping systems. This experience will support WVDO's oversight responsibilities for subrecipient programs.

**IEM uses HUD checklists and our own tools developed over many years of program design, implementation, monitoring and closeout activities.** At a minimum, all records include the following HUD compliant required documentation points:

1. Description of activity with location and maps
2. Applicable National Objective with citation and proof project meets it
3. Documentation proving eligibility of activities or ineligible determinations

4. Fair housing and equal opportunity compliance
5. NEPA Environmental Review compliance
6. Financial records, reports and reconciliations
7. Performance reports
8. Grant specific requirements
9. Results of monitoring or audit
10. Corrective actions, if applicable

#### E. DEVELOP PROGRAM AND FINANCIAL COMPLIANCE REQUIREMENTS [RFP 4.2.1.5.E,1-4]

##### RFP 4.2.1.5.E.1-4. Develop Program and Financial Compliance Requirements

1. Identify applicable financial compliance requirements, programmatic compliance areas, and processes to be utilized by WVDO staff.
2. Develop monitoring tools to measure performance, identify concerns, and address any findings relating to programs.
3. Develop and provide oversight process for the distribution of funds including documentation compliance. Determine and develop documentation that must accompany requests for payment. Develop a review process for completeness, compliance, and accuracy of all pay request documents.
4. Write a conflict resolution process.

In our experience, compliance issues in CDBG initiatives frequently stem from inadequate collection or synthesis of data. The IEM Team can work with WVDO to recommend improvements to data collection methods, expectations, and fault handling procedures that can protect the State's interest in maintaining compliance. A deliberate daily, weekly, and monthly process of examination, process improvement, and remediation must take place on every funding stream to properly manage program process and risk.

IEM will develop program and financial compliance requirements to be utilized by WVDO staff, including monitoring tools oversight processes for fund distribution, documentation checklists, review processes with segregated duties, and a conflict resolution protocol. We have been using similar systems, processes and tools with federal grantees for over 35 years and, as a federal contractor, we use them ourselves.

Additionally, IEM strongly recommends that a risk-based financial monitoring plan be created, if one is not currently in place. The plan rationally connects program risks to appropriate levels of monitoring activity. Such a plan is a living document, updated as needed throughout the recovery grant programs' lifespan. For example, as the frequency of transactions for a particular program decreases and with them the associated risks, that program will drop lower on the monitoring priorities list. The plan should be revised to reflect that change. Changes to federal and State guidance may also affect the risk assessment, and those changes will need to be reflected in the plan.

Risk identification should be performed for each program. The first step involves a review of each program's internal process and controls. One key risk that often arises is that insufficient monitoring controls will be in place to ensure compliance with federal requirements like the Davis-Bacon Act. Other potential risks include misuse of grant funds, disbursement of funds not in keeping with the program's disbursement schedule, disbursement of funds to ineligible or fictitious recipients, duplicate payments of program funds, duplication of funding sources, and inadequate accounting of expenditures.

IEM will work with WVDO and appropriate partner agencies to assess the identified risks. The risks will be scored on likelihood of occurrence and potential impact. Then the risks will be prioritized from most likely/largest impacts to least likely/smallest impacts. This risk assessment will allow us to craft a balanced approach to monitoring and



managing the risks involved with the various programs—ensuring that realizing the benefits of these programs is not overly encumbered by bureaucratic processes.

The mitigation portion of the Monitoring Plan will include appropriate strategies to help each program manage and mitigate the financial risks. The IEM Team will review each program’s internal controls, procedures, and policies with regard to deterrence, detection, and record-keeping to ensure that we are able to demonstrate compliance with all legal and regulatory requirements.

Risk analysis should also be performed for each subrecipient with an accompanying work plan that includes risk monitoring strategies for subrecipients during each fiscal year of the grant lifecycle. The purpose of a monitoring strategy is to define the scope and focus of the monitoring efforts, including establishing a framework for determining the appropriate level of monitoring given available resources. Risk analysis will enable WVDO to target its resources to address subrecipients that pose the greatest risk to the integrity of program funds. The selection process should result in identifying those grantees and activities that represent the greatest vulnerability to fraud, waste, abuse, and mismanagement.

A system of continuous risk analysis will reveal vulnerabilities that could lead to program timing problems, potential fraud exposure, an inability to draw federal funds as needed to maintain cash flow, potential audit risks, and risk of federal recapture of funds. Any risk analysis process findings will result in immediate procedural recommendations. For example, in high-risk areas, there may be recommendations for more checks in the approval chain before a disbursement can be made. Depending on a program’s current practices, a recommendation that a disbursement require approvals from both the project manager and a financial manager might be made. Likewise, in areas with low risk, we may recommend fewer controls. This balanced approach will mitigate against the most likely risks without the need to commit additional resources.

**F. ADDITIONAL PROCESSES, PROCEDURES, AND FORMS [RFP 4.2.1.5.F]**

RFP 4.2.1.5.F Additional processes, procedures, and forms required to administer the CBDGMIT program.

CDBG programs, particularly CDBG-DR and CDBG-MIT, with their wide appeal and large coffers, have historically been target programs for fraudsters. If not managed closely, these programs can suffer from actual and suspected waste or abuse. As part of our program management plan, IEM will work with WVDO to develop and enforce the highest possible standards in fraud prevention, detection, and reporting.

Our approach to fraud is focused on **prevention and deterrence, monitoring through use of data analytics and continuous improvement of existing anti-fraud controls**. One of our project advisors, Christian Montz, is a Certified Fraud Examiner who has built antifraud frameworks in federal grant programs, including CDBG-DR.

**G. INTERNAL COMMUNICATIONS [RFP 4.2.1.5.G,1-6]**

- RFP 4.2.1.5. G. Internal Communication
1. Establish standards of certain key indicators reporting template.
  2. Status by grant, including monitoring of the budget, schedule and performance metrics.
  3. Issues impacting each grant, including reported problems, lagging performance, communication issues, etc., and the actions being taken to resolve them.
  4. Identification of risks associated with each grant and the actions being taken to mitigate, avoid, or reduce them.
  5. Deliverables completed to date and those scheduled for completion.
  6. Resources being utilized to deliver the project including staffing, approach, technology, and budget to identify constraints affecting project delivery and corrective actions to correct delivery.

IEM’s management focus is on reporting and production data analytics that create prioritization tools to focus work on specific program tasks. This enables us to identify stalled tasks and drive immediate corrective actions to

get them moving again. IEM will define performance metrics across our recovery services while providing WVDO with the clearest understanding of progress and challenges. Doing so will help WVDO to intervene early with mitigating measures if progress is stalled and to celebrate successes with the public when progress is exceeding expectations. Using detailed analytics and automated reporting allows us to provide our grantees with an ironclad auditable record. Simple graphical reports demonstrating contractor performance curves prove to be extremely useful to both project managers and program executives. These types of reports are beneficial to guide decision making and corrective actions needed to keep programs on schedule by providing status by grant, including budget schedule and performance metrics. An additional benefit of these types of performance curve reports is that they will allow WVDO to balance resources dedicated to each measurable activity.

**Another benefit of the IEM Way is that IEM's scheduling and modeling capabilities are nationally recognized as industry leading tools for planning and development.** IEM's Homeowner Flow Model accounted for all publicly available data sources related to the Great Flood of 2016, layered program design on top, and incorporated federal CDBG-DR requirements to produce a comprehensive schedule detailing horizontal and vertical program progress. The schedule reflects the month-by-month completion of tasks/milestones as well as the monthly full-time equivalent (FTE) level of effort by labor category expected. This, in turn, yields an associated budget driven by the projected schedule milestones and FTEs.

In addition to providing the monthly incremental milestone completions, the schedule displays monthly cumulative totals for each required category. This sophisticated model provides Louisiana with a **forecasting tool that is powerful enough to account for all program activities.** IEM's ability to create easily understood outputs from highly complex modeling systems will benefit WVDO in the management of multiple program schedules and funding sources.

Our critical-path management plan is our means of execution and schedule planning is an industry standard project and construction management model that provides WVDO with a step-by-step view of the interconnected critical and non-critical tasks necessary to accomplish program delivery, and the timeframe that we estimate will be needed. It is a flexible management technique that we use to understand where potential challenges will arise so that mitigating measures, such as compressing the schedule of other tasks, can be developed early. Our ability to adaptively manage the program schedule and report on potential changes gives WVDO the assurances needed to establish a trusted relationship between the IEM Team and WVDO. We will adjust schedules based on the communicated outcomes desired by WVDO. We will remain in constant communication about the substantial accomplishments achieved and any critical issues that may arise, including noncompliance.

### 1.1.6 WORKPLAN FOR ACTION PLAN COMPLETION [RFP 4.2.1.6]

RFP 4.2.1.6: Provide with Vendor's proposal a workplan with timelines, milestones, and on-site staff to complete all required sections of the Action Plan, Hazard Mitigation Assessment, Financial control, procurement and grant management document process, procedures and forms, based on the HUD CDBG-MIT requirements.

IEM has developed an initial high-level work plan based on the milestones that WVDO has outlined in the RFP. We have actually taken this a step further to yield a detailed, step-by-step work breakdown structure inclusive of dependencies that we will make available upon project kickoff. Our project workplan included in this proposal response demonstrates the due dates, start and completion dates and staff resources necessary to complete all subtask categories for the overarching task. Subtasks listed in this workplan are either milestone dates that have been prescribed by WVDO in the RFP or are milestones IEM has defined as part of the timeline necessary to meet WVDO's objectives.

IEM provides a table view of the workplan and a version using Microsoft Project on the following pages.

The percentage of onsite versus onsite availability of our staff is defined in the position chart located in Section 2.3.1 of this response.

COMMUNITY DEVELOPMENT BLOCK GRANT – MITIGATION (CDBG-MIT)

Task	Status	Due Date	Start	End	Staff Resources & Notes
Project Kickoff Meeting	Pending	4/6/2020	4/6/2020	4/6/2020	6 Staff Resources: Project Exec, Project Manager, Lead Planner, CDBG-DR SME, FEMA HMP SME, Project Coordinator
Post Kickoff Action Items	Pending	4/7/2020	4/6/2020	4/7/2020	3 Staff Resources: Project Manager, Project Coordinator, Lead Planner
Assess Current HMPs	Pending	4/8/2020	3/10/2020	4/8/2020	3 Staff Resources: Lead Planner, Hazard Mitigation Planner, FEMA HMP SME
Data Needs	Pending	4/7/2020	4/3/2020	4/7/2020	3 Staff Resources: GIS Lead, GIS Analyst, Data Analyst
Data Analysis	Pending	4/16/2020	4/7/2020	4/16/2020	3 Staff Resources: GIS Lead, GIS Analyst, Data Analyst
Conduct Social Vulnerability Analysis	Pending	4/16/2020	4/9/2020	4/16/2020	
Project hazards over next 25 years with backup data/maps	Pending	4/15/2020	4/13/2020	4/15/2020	
Analysis of Building Codes	Pending	4/15/2020	4/11/2020	4/15/2020	
Analysis of Land Use Planning	Pending	4/15/2020	4/11/2020	4/15/2020	
Analysis of Zoning	Pending	4/15/2020	4/11/2020	4/15/2020	
Historical Analysis of WV Hazards/Disasters, Impacts and Future Threats	Pending	4/16/2020	4/3/2020	4/16/2020	1 Staff Resource: Hazard Mitigation Planner
Write Up Hazards Summary (Past, Present, Future) from HMP Analysis	Pending	4/16/2020	4/3/2020	4/16/2020	
Public Presentation for Needs Assessment (Public Hearing 1)	Pending	4/10/2020	4/3/2020	4/10/2020	7 Staff Resources: Project Manager, Deputy Project Manager, Outreach Coordinator, Project Coordinator, Writer, Editor, Graphics
Mitigation Needs Assessment	Pending	4/20/2020	4/3/2020	4/20/2020	9 Staff Resources: Project Manager, Deputy Project Manager, Lead Planner, Land Use Planner, Building Code Analyst, Planner Zoning, GIS Lead, GIS Analyst, Data Analyst
1st Draft Action Plan, Implementation Plan and Capacity Assessment	Pending	5/4/2020	4/8/2020	5/4/2020	9 Staff Resources: Lead Planner, Process Developer, Policy and Process Analyst, HUD SME, CDBG-DR SME Housing, CDBG-DR SME Grants Management, FEMA SME, Document Formatting/Editor, Graphics
Activity Selection	Pending	4/20/2020	4/8/2020	4/20/2020	
Method of Distribution	Pending	4/30/2020	4/20/2020	4/30/2020	
National Objective Criteria	Pending	4/20/2020	4/8/2020	4/20/2020	
Definition of Eligibility Criteria	Pending	4/30/2020	4/8/2020	4/30/2020	
1st Draft Action Plan, Implementation Plan and	Pending	5/4/2020	4/8/2020	5/4/2020	

**COMMUNITY DEVELOPMENT BLOCK GRANT – MITIGATION (CDBG-MIT)**

Task	Status	Due Date	Start	End	Staff Resources & Notes
Capacity Assessment to WVDO					
2nd Draft Action Plan	Pending	5/22/2020	5/5/2020	5/22/2020	9 Staff Resources: Lead Planner, Process Developer, Policy and Process Analyst, HUD SME, CDBG-DR SME Housing, CDBG-DR SME Grants Management, FEMA SME, Document Formatting/Editor, Graphics
2nd Draft Action Plan Submitted to WVDO	Pending	5/22/2020	5/21/2020	5/22/2020	
Publish Draft for Public Comment (Requires 45 days by FRN)	Pending	6/1/2020	5/25/2020	6/1/2020	
Financial Control, Procurement and Grant Management Document	Pending	6/3/2020	4/8/2020	6/3/2020	5 Staff Resources: 2 Financial Controls SMEs, 2 Compliance SMEs, Policy and Process Analyst
Submitted to WVDO	Pending	6/1/2020	4/8/2020	6/1/2020	
Submitted to HUD	Pending	7/3/2020	6/5/2020	7/3/2020	
Action Plan Public Meeting (Public Hearing 2)	Pending	6/3/2020	5/20/2020	6/3/2020	6 Staff Resources: Project Manager, Deputy Project Manager, Outreach Coordinator, Project Coordinator, Document Formatting/ Editor, Graphics
3rd Draft Action Plan	Pending	6/17/2020	6/1/2020	6/17/2020	4 Staff Resources: Lead Planner, Policy and Process Analyst, HUD SME, Outreach Coordinator
Public Comment Period Ends	Pending	6/16/2020	6/16/2020	6/16/2020	Milestone Date--No Staff Resources Necessary
Final Draft Action Plan	Pending	8/3/2020	6/17/2020	8/3/2020	6 Staff Resources: Project Manager, Deputy Project Manager, Lead Planner, HUD SME, Document Formatting/Editor, Graphics
Final Draft of Action Plan to WVDO	Pending	7/24/2020	7/23/2020	7/24/2020	
Submit Action Plan to HUD	Pending	8/3/2020	7/24/2020	8/3/2020	
Policies and Procedures Development	Pending	4/2/2021	4/8/2020	4/2/2021	8 Staff Resources: CDBG-DR SME/Policy Lead, Process Developer, Policy and Process Analyst, CDBG-DR SME Infrastructure, CDBG-SME Subrecipients, CDBG-DR SME Housing, CDBG-DR SME Grants Management, FEMA SME HMP
Define BCA Formula	Pending	4/20/2020	4/8/2020	4/20/2020	
Formulation of each program area policies and procedures	Pending	5/4/2020	4/20/2020	5/4/2020	
Revision / additional detail	Pending	6/3/2020	5/4/2020	6/3/2020	
Final revision and detail	Pending	8/3/2020	6/3/2020	8/3/2020	
Ongoing Policy Support	Pending	4/2/2021	8/3/2020	4/2/2021	

COMMUNITY DEVELOPMENT BLOCK GRANT – MITIGATION (CDBG-MIT)

Task	Status	Due Date	Start	End	Staff Resources & Notes
Technical Assistance	Pending	4/2/2021	4/3/2020	4/2/2021	All Staff Resources

*Note that schedule assumes award date of 4/1 with contract execution 4/3, but will be revised upon notice of actual dates*

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### 1.1.7 GENERAL ENGAGEMENT ADMINISTRATION [RFP 4.2.1.7.A-G]

IEM will comply with all general engagement administration requirements outlined by WVDO. We will provide three copies of the CDBG-MIT Action Plan to WVDO. In addition, the IEM staff, complete with HUD CDBG and FEMA HMP Subject Matter Experts, project designers and implementation managers, will provide technical assistance to WVDO staff and partners throughout this engagement. Technical assistance is an ongoing and integrated portion of IEM's service delivery.

As part of IEM's project management and execution process, our staff maintain an issue and decision log pertaining to each engagement. We take minutes at every meeting and distribute them across the internal and agency client teams. We will conduct weekly project status meetings and issue weekly reports that demonstrate completion percentage by task and deliverable outlined in the workplan.

We will assist WVDO with external, public-facing communication. WVDO will have access to IEM's industry leading graphics and communications teams to design and publish packets, reports and presentations for legislative and congressional constituents.

Our policy personnel have experience in more than a dozen separate, successful CDBG-DR funded recovery programs, with CDBG-DR allocations ranging from \$26M to \$4.5B dollars of assistance. This experience and expertise of our staff allows IEM to provide technical assistance, solution options, recommendations and lessons from grantees similar to WVDO. Our team supplies the broadest base of knowledge for WVDO to access and utilize as a reference point for decision making.

- Deliberate identification of efficiencies, process improvements, policy recommendations and solutions
- Experienced Subject Matter Experts on staff, "best of breed" national experts available through our SME reach-back

We will use our full complement of staff to support WVDO program operations, as requested by the Agency. This includes full project management, policy development and consulting resources. IEM's national presence and staff of more than 400 FEMA and CDBG professionals provides WVDO with a vast bench of support that can be called up quickly throughout all levels of the programs for which WVDO is responsible.

## 1.2 MANDATORY PROJECT REQUIREMENTS [RFP 4.2.2]

As part of this Contract, Vendor Must:

- A. Ensure all work product and submissions to HUD comply with FR-619-N-02.
- B. Ensure all work product and submissions to HUD comply with 2CFR200
- C. Ensure all work product and submissions to HUD comply with 24CFR570
- D. Ensure all work product and submissions to HUD comply with cross cutting requirements applicable to all types of CDBG programs

IEM's national experts are well versed in the HUD rules, regulations, guidance and cross-cutting requirements. We have been ensuring grantee compliance with applicable Federal Register notices, 2 CFR 200, 24 CFR 570 and the more than 85 cross-cutting regulations applicable to CDBG, CDBG-DR, and CDBG-MIT grants for more than 10 years, as a company. Each member of our proposed team for WVDO has a minimum of 10 years of grant management experience, with many members exceeding 15 years of this specialized expertise.

The whole kit and caboodle of CDBG-MIT starts with the Federal Register. As this is not an annual, codified source of funds, FR-6019-N-02 is the overarching guiding force for CDBG-MIT. However, the foundational HUD principles for finance, procurement, cost reasonableness, controls and accountability is statutory and laid out in 2 CFR 200. And CDBG-MIT is built on the standard CDBG framework codified in 24 CFR 570. The same principles related to National Objectives, eligible activities, overall benefit, and serving low- to moderate-income populations is all found here. The myriad of cross-cutting requirements can be tricky for grantees to navigate, but WVDO can rest assured that navigating this puzzle compliantly is not only possible, but is manageable with IEM's assistance.

IEM's housing management team includes lawyers and policy experts, adept at conducting research related to local, state, and federal law, agency guidance, HUD and OIG monitoring reports, and industry best practices. Our team also includes a full complement of seasoned HUD Technical Assistance service providers, expert in researching HUD tools and libraries, as well as accessing a wide network of federal grant professionals. Our team will provide expert advice on any topic of knowledge requested by WVDO and support any Technical Assistance requests WVDO may pose to HUD to ensure compliance with all applicable rules. Areas of particular interest, and which IEM has tremendous experience that may benefit WVDO include:

**Super Circular, 2 CFR 200:** The Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards requires grantees to conform to certain standards related to procurement, costs and accountability. WVDO's 2016 assessment of its internal procurement, financial management, capacity, and internal controls as part of the Risk Analysis and Implementation Plan submitted for the 2016 Disasters provides a starting framework for evaluation of WVDO's compliance with 2 CFR 200. IEM will review WVDO's procurement, cost vetting, and financial management policies, procedures, and standards to evaluate 2 CFR 200 compliance. IEM will make recommendations for augmentation if efficiencies or gaps are identified. We have developed comprehensive monitoring plans, complete with HUD checklist support for our clients to ensure our grantees have the appropriate tools in place, and will support WVDO

**Federal Labor Standards Provisions:** Federal labor standards are applicable under The Davis-Bacon Act, The Copeland Anti-Kickback Act and the Contract Work Hours and Safety Standards Act. We will work alongside WVDO in reviewing current processes and procedures for compliance, and make recommendations for future compliance on new programs. Further, all solicitations for services must include labor standard provisions that will be incorporated into the ultimate contract award.

This will be critical for any infrastructure or economic development programs instituted to support housing recovery and resilience. IEM can provide guidance on labor standards documentation of contractors, vendors, consultants and sub-consultants in conforming to standards for minimum / prevailing wage, overtime pay, recordkeeping, youth employment, and all additional requirements.

**Robert T. Stafford Act:** Applicable at the grantee level, as well as the individual activity level, Stafford Act prohibitions have serious implications related to allowable program funding. While WVDO's goal is to maximize the use of all available funding sources, WVDO will need to be vigilant related to analyzing each funding stream and the potential for duplication of benefits. The importance of financial oversight and management, as well as analysis, is critical for WVDO to prevent deobligation of FEMA Public Assistance and HMGP dollars or the recapture of CDBG-DR funds. We have an established reputation of embedding the right resources with our clients for tracking and reporting to reconcile grant allocations and funds usage.

Any financial assistance resulting from a major disaster under any program or from insurance or charitable contributions may not be duplicated by providing assistance for the same purpose, using additional federal dollars. Any duplication is considered a duplication of benefit (DOB) and is prohibited. In order to comply with Stafford Act requirements, grantees must ensure that each activity provides assistance only to the extent that the person or entity has a disaster recovery unmet need. Sources of potential DOB for long-term housing recovery programs include FEMA IA, SBA (sometimes), NFIP, ICC, private flood or homeowner's insurance, charitable contributions. New guidance on SBA as DOB was just published in June 2019.

DOB must be reduced from the ultimate project cost or applicant award, prior to project initiation. Failure to reduce project costs or applicant awards by any DOB amount will result in the need to repay funds.

**Accessibility:** Grantees must comply with many cross-cutting federal requirements. 24 CFR Part 8, which implements Section 504 of the Rehabilitation Act of 1973 (29 USC Sec. 794) is one. Section 504 is applicable in multifamily projects, as common use facilities, defined at 24 CFR §100.201, and to all government run facilities where federal funds are utilized. If necessary, IEM can evaluate Section 504 compliance policies and multifamily projects to ensure that they meet the design and construction requirements in 24 CFR Sec 100.205.

**NFIP:** The National Flood Insurance Program, run under the auspices of FEMA, provides flood insurance to property owners, but it also encourages communities to adopt and enforce floodplain management regulations to mitigate the effect of flooding.

Our Certified Floodplain Managers (CFMs) provide experienced technical resources for WVDO as it considers enhanced measures for public safety, avoidance of economic loss / disruption, and reduction of property and infrastructure damage.

**National Environmental Policy Act (NEPA) 24 CFR Part 58 and other environmental regulatory requirements:** Environmental Reviews have historically been a challenge for grantees due to the cost and the resulting delay in award delivery. The same is true for environmental hazards testing, identification and clearance. It is critical that the appropriate level of review is selected for the project type. Further, the results of the environmental review and environmental hazards identification processes have real impacts on construction activities. As such, the environmental analyses must be highly coordinated with construction activities.

Tools such as waivers, Programmatic Agreements, and innovative grant funding structure can greatly increase WVDO's ability to comply with this fairly immutable cross-cutting federal regulation. For example, WVDO should seek a waiver related to reliance on previous environmental reviews that have been conducted at a project site. By obtaining a waiver of the one-year expiration of environmental reviews, properties that have received assistance under a previous disaster program may be able to forego a new environmental review if the new program can rely on a previous environmental review document. This will save time and money. Programmatic Agreements can streamline review requirements related cultural resources and agency and tribal coordination.

The authorities applicable to environmental review, including crosscutting regulations incorporated into NEPA review from other agencies and Executive Orders are numerous. IEM's environmental review team is familiar with and has conducted reviews of each. Most recently, IEM has conducted more than 36,000 site specific reviews in

conformity with these review areas. As an Environmental Service Provider (ESP), IEM can provide technical assistance on the applicability of each of the following:

Floodplain Management	24 CFR 55, EO 11988
Wetland Protection	CWA 33 CFR Parts 320-330, EO 11990, Section 404 of CWA, Section 10 of Rivers and Harbors Act
Sole Source Aquifers	SDWA and EPA regulations at 40 CFR 149
Coastal Zone Management	CZMA, Sections 307(c-d).
Historic Preservation	NHPA, 36 CFR Part 800, EO 11593
Endangered Species	ESA, 50 CFR 402
Wild and Scenic Rivers	WSRA, 36 CFR Part 297, Sections 7(b and c)
Farmlands	FPPA and DOA regulations at 7 CFR 658
Air Quality	CAA, Sections 176(c-d), and EPA regulations at 40 CFR Parts 6, 51, and 93
Noise Abatement / Control Studies	24 CFR Part 51 Subpart B
Operations handling conventional fuels / chemicals of explosive / flammable nature	24 CFR Part 51 Subpart C
Airport Clear Zones and Accident Potential Zones	24 CFR Part 51 Subpart D
Hazardous, Toxic and Radioactive Materials	24 CFR Part 58.5(l)(2)(i) and (iii)
Environmental Justice	Executive Order 12898

**Uniform Relocation:** The Uniform Relocation Assistance and Real Property Acquisition for Federal and Federally-Assisted Programs (URA), 49 CFR Part 24, Section 104(d) of the HCDA (unless alternative requirements are approved), and HUD Handbook 1378 guide implementation of relocation activities. To the extent feasible, grantees are expected to minimize relocation requirements associated with the implementation of their programs / projects. In order to do this, the grantee must have a firm grasp on the requirements associated with voluntary programs, temporary and permanent relocation.

IEM staff have experience advising grantees on developing URA programs, including documentation and monitoring requirements. We have assisted grantees in minimizing relocation activities that trigger URA compliance. We have created program processes required to deliver services and benefits to relocated individuals in compliance with the regulatory requirements.

Understanding and complying with the timelines and triggering events for notice requirements is a core piece of the URA landscape where many grantees run afoul of the regulations. IEM's experienced team can provide process analysis and recommendations for instituting compliant program design for URA.

**Fair Housing Act:** WVDO must assure that each program is conducted fairly without discrimination on the basis of race, color, religion, sex, disability, familial status or national origin. The suite of regulations applicable to fair housing requirements are extensive. They include, but not limited to Title VI of the Civil Rights Act of 1964; Title VII of the Civil Rights Act of 1968 (The Fair Housing Act); The Housing for Older Persons Act of 1995 (HOPA); The Age Discrimination Act of 1975; Section 504 of the Rehabilitation Act of 1973; The Americans with Disabilities Act of 1990 (ADA); The Equal Employment Opportunity Act; Section 3 of the Housing and Urban Development Act of 1968, as amended; and 24 CFR Part 85.

**Disaster Recovery Grant Reporting (DRGR):** HUD's reporting requirements for CDBG-MIT dollars mean that WVDO is responsible for tracking grant drawdowns and expenditures in the DRGR system. WVDO must also comply with QPR requirements that show grant progress. IEM and IEM staff members have supported grantees by providing the narrative summaries and metrics-based reports compatible with HUD requirements. By designing reporting requirements in a way that is consistent with the HUD DRGR requirements, QPRs are easier to generate and WVDO has direct access to project benchmarks, milestones and barriers.

**File Maintenance:** Program and project files must always be complete, accurate and organized. This is the only way to properly document eligibility of program activities, cost reasonableness, and all compliance-required materials. Setting up a standardized file reporting protocol through standard operating procedures that are tested regularly and often will streamline monitoring and ease the burden many grantees experience with file closeout.

**Cost reconciliation related to HUD's requirement including FEMA PA match programs:** CDBG program funds may be used as the 25% match requirement for FEMA PA and HMA programs as long as the FEMA PA and HMA projects are eligible under the HUD program. The non-federal contribution must be an eligible cost used in direct support of eligible mitigation activities under the applicable regulations (44 CFR §§79.6, 206.434).

**Identifying eligible CDBG activities under 24 CFR 570:** Generally, housing, infrastructure, economic development and planning activities are eligible under CDBG, and thus CDBG-DR and CDBG-MIT programs. However, there are significant nuances that make certain sub-categories of these activities ineligible or eligible only if another condition is met. IEM's CDBG-experienced professionals can assist WVDO with identifying additional activities that may be non-traditional under WVDO's past programs, but which are eligible under this grant type.

## 2.0 QUALIFICATIONS AND EXPERIENCE [RFP 4.3 AND 4.3.1]

RFP 4.3: Vendor should provide information and documentation regarding its qualifications and experience in providing services or solving problems similar to those requested in this RFP. Information and documentation should include, but is not limited to, copies of any staff certifications or degrees assigned to this project, proposed staffing plans, descriptions of past projects completed (descriptions should include the location of the project, project manager name and contact information, type of project, and what the project goals and objectives were and how they were met.), references for prior projects, and any other information that vendor deems relevant to the items identified as desirable or mandatory below.

### 2.1 RELEVANT PROJECT EXPERIENCE [RFP 4.3.1.1, 4.3.1.2]

4.3.1.1. Vendor should have experience in assisting other government entities with projects of similar scope.  
4.3.1.2. Vendor should describe projects conducted specific to hazard mitigation and CDBG- MIT with a description of the program, its location, and two references.

#### 2.1.1 EXPERIENCE IN MITIGATION PLANNING

IEM has more than three decades of experience developing Disaster Mitigation Act of 2000 (DMA), Flood Mitigation Assistance (FMA), Community Rating System (CRS) compliant hazard mitigation plans. It has also worked for many years to ensure that programs also meet Emergency Management Accreditation Program (EMAP) standards. The company's natural hazard mitigation planning experience includes approximately 132 state and local natural hazard mitigation plans nationwide, which provide coverage for well roughly 1,940 jurisdictions. Most of these plans were approved as submitted, with minimal to NO requests for changes required by FEMA. Individual IEM employees previously served in positions such as State Hazard Mitigation Officers, State Planners, FEMA Planning Specialists and Local Mitigation Planners. In these capacities, they also worked on public sector local, state and federal mitigation plan updates.

The table below describes some of the planning efforts IEM is currently leading or has led previously:

Nebraska Standard State Hazard Mitigation Plan Update	IEM was recently awarded a competitively bid contract to update the state of Nebraska's Standard All-Hazard Mitigation plan. All project deliverables will be complete in early October of 2020, prior to FEMA deadline of December 2020. This plan includes 530 municipalities located in the state's 93 counties.
Mississippi District 3 Multi-Hazard Multi-Jurisdictional Mitigation Plan	IEM was awarded a contract to update the Mississippi Emergency Management Agency (MEMA) District 3 Regional Multi-Hazard Multi-Jurisdictional Hazard Mitigation plan. This effort will include 53 municipalities in nine counties. This project is already in underway. Our team has met with most of the nine counties and the municipalities. This contract runs through November of 2020 and FEMA approval is expected by June of 2020.
	IEM staff developed for New York enhanced activities into the 2019 plan update so that they are in a better position to obtain the enhanced status (an enhanced State plan) once they are qualified and have the capabilities. As part of this review FEMA will not

<p><b>New York State 2019 Standard, Hazard Mitigation Plan Update with Enhanced Components</b></p>	<p>only be looking at HMA program implementation, they will also consider DEC’s implementation of the NFIP-Community Assistance Program-State Support Services Element (CAP-SSSE) program.</p>
<p><b>New York State, 2014 Standard Hazard Mitigation Plan Update</b></p>	<p>Due to pressing hazard mitigation planning and project commitments resulting from Hurricane Sandy, the State was under a compressed time schedule to review, revise and update the 2011 Hazard Mitigation Plan. IEM worked closely with the State and FEMA, including outreach, hazard data review/validation, status of mitigation actions, and stakeholder engagement, to approve a Final Draft Plan in late 2013.</p>
<p><b>Louisiana Hazard Mitigation Plan</b></p>	<p>IEM played a crucial role on the team that helped the state develop, on time and on budget, a FEMA-approved multi-hazard mitigation plan for the State of Louisiana. IEM helped ensure that the state met its deadline for approval to receive continued HMGP funds. Additionally, through conducting a detailed assessment of each of Louisiana’s 64 parishes to determine their capabilities to support mitigation activities, IEM was able to foster local-state integration.</p>
<p><b>Washington Parish, LA Pilot Planning Grant Program</b></p>	<p>IEM provided Parish officials with valuable assistance in the area of budget development for the required feasibility studies, scoping and plan amendments. This work enabled Parish officials to identify potential projects, determine the potential eligibility of these projects and establish the scope of each eligible project. IEM also provided Washington Parish with valuable assistance through their coordination and preparation of its application materials submitted for GOHSEP’s approval.</p>
<p><b>Wake County, NC HIRA and EOP Update</b></p>	<p>IEM developed a HIRA and performed additional tasks for Wake County, North Carolina. Wake County, which contains Raleigh, has an estimated 2012 population of 952,151 and a population density of approximately 1,079 persons per square mile and has shown steady increases every year since 1990.</p>
<p><b>East Feliciana Parish, LA All-Hazards Mitigation Plan Update</b></p>	<p>The IEM project team of experienced planners and GIS specialists was awarded and successfully completed a FEMA approved (approval date 9/2011) hazard mitigation plan update for East Feliciana Parish. The team provided parish representatives with a thorough and complete understanding of both FEMA’s Hazard Mitigation Grant Program (HMGP) and the Stafford Act. A comprehensive risk assessment identifying all natural and man-made hazards including extensive hazard profiles with historical, geographical loss data, and an environment review was completed.</p>
<p><b>Chester County, PA, Hazard Mitigation Plan Development</b></p>	<p>IEM was selected as the subcontractor for a project to develop the Chester County Hazard Mitigation Plan, a comprehensive framework of community goals and objectives for mitigating the human, property, and monetary losses associated with hazard events in Chester County. IEM worked on-site with personnel from Chester County organizations including the Department of Emergency Services and County GIS to develop a goal-centric hazard mitigation plan.</p>
<p><b>State of Florida Mitigation Plan, Risk Assessment Update</b></p>	<p>As a follow-up to work completed in 2009, IEM supported the Florida Division of Emergency Management (FDEM) in updating the Risk Assessment portion of the Statewide Hazard Mitigation Plan in 2012. This update addressed the FEMA Blue Book requirements of identifying hazards, profiling hazards, assessing vulnerability to jurisdictions and state facilities, and assessing potential costs to jurisdictions and state facilities.</p>
<p><b>Iberville Parish, LA Mitigation Plan</b></p>	<p>IEM provided a balanced, effective, risk-based approach for Iberville Parish, Louisiana to comprehensively assess vulnerabilities and develop the risk mitigation responses needed to protect and secure Parish residents and resources. Understanding the need for collaboration and feedback, IEM worked closely with Iberville Parish leadership in developing an All-Hazards Mitigation Plan that meets the requirements of the Disaster Mitigation Act of 2000 (44 CFR 201.6 for local mitigation planning criteria) and LOEP</p>



	<p>guidance. IEM also used FEMA’s State and Local Plan Interim Criteria under the Disaster Mitigation Act of 2000.</p>
<p>Rapides Parish, LA All-Hazards Mitigation Plan Update</p>	<p>The IEM team successfully updated the Rapides Parish Hazard Mitigation plan, receiving FEMA approval in May 2011. During this process the team provided management and technical assistance to the parish by organizing and facilitating working group meetings with not only parish representatives, but representatives from ten local jurisdictions, and the whole community. IEM staff was successful in obtaining participation from local stakeholders and the public through community meetings. The meetings provided important information from the current parish hazard mitigation plan, steps in preparing the new updated plan, and information on community involvement.</p>
<p>Assumption Parish, LA Pilot Planning Grant Program</p>	<p>Selected for their substantial mitigation planning, IEM worked closely with Assumption Parish to complete its HMGP Pilot Planning Grant Program application for submission to GOHSEP.</p>
<p>Tensas Parish, LA Pilot Planning Grant Program</p>	<p>IEM supported Tensas Parish in the development of its HMGP Pilot Planning Grant Program Application. IEM assisted parish officials by helping them to develop a feasibility study, scoping for the necessary projects, and making appropriate plan amendments. This work enabled Parish officials to identify potential projects, determine the potential eligibility of these projects, and establish the scope of each eligible project.</p>

## 2.1.2 EXPERIENCE IN HUD AND FEMA DISASTER RECOVERY PROGRAMS

We have managed tens of billions of dollars in CDBG-DR, PA, HMGP, HMA, PDM, and other disaster funding, delivering innovative and timely solutions to ensure communities recovery from disaster stronger than they were before.

IEM is managing the largest housing recovery programs in the nation. To date, we are continuing to support ongoing recovery from Hurricane Sandy in New Jersey and our team is supporting Louisiana following the severe flooding of 2016. Most recently, IEM was supporting disaster recovery from recent major hurricanes, to include Rebuild NC for Hurricanes Matthew and Florence in North Carolina, and we are continuing to manage housing recovery from Hurricane Harvey in Texas, Hurricane Maria in Puerto Rico, and Hurricanes Hermine, Matthew, and Irma in Florida. IEM is proud to have contributed to Louisiana's continued record of being "on pace", and we recently supported North Carolina in achieving this distinction as well. In addition, IEM holds the distinction of serving as a HUD-selected Technical Assistance provider for Community Development Block Grant Disaster Recovery (CDBG-DR) and CDBG housing services.

IEM's experience implementing programs using HUD and FEMA funding provides unique insights, experiences, and solutions that can help build a stronger Action Plan. The following list describes some of the recovery programs that IEM has managed.





- Florida  
2018 – Present
- CDBG-DR Program
  - Mitigation

IEM is providing comprehensive program design and implementation services for Florida's \$1.3 Billion disaster-recovery program related to Hurricane Irma. IEM staff perform program management tasks that include housing design, economic development, and infrastructure programs compliant with HUD and other federal, state, and local rules, regulations, and guidance. The program will result in rehabilitation, replacement, or reconstruction of more than 7,000 housing units; new construction of multifamily residential structures; acquisition and buyout of properties in high-hazard or repetitive-loss areas; business grants for replacement of equipment and inventory, business-mentorship grants; and job-training opportunities.



- New York  
2013 – 2019
- Mitigation

In the aftermath of Superstorm Sandy, IEM supported the State of New York with management of a \$14.5 Billion FEMA PA Program and \$1.5 Billion HMGP funding. Working as a subcontractor, IEM was the lead for Hazard Mitigation grant support from the team to NY DHSES. Working directly with the DHSES Deputy Commissioner and the State Hazard Mitigation Officer (SHMO), we designed an HMGP solution covering Hurricanes Sandy, Irene, and Lee for New York. IEM staff assisted in the management of \$15 Billion in infrastructure projects funded with FEMA Hazard Mitigation Funds and PA funds supplemented and/or matched with CDBG-DR funds for Hurricane Sandy.



- Louisiana  
2016 – Present
- Mitigation

GOHSEP required a team to augment its PA and HMA support for subapplicants and subrecipients as well GOHSEP's own recipient responsibilities for Hurricanes Katrina, Rita, Gustav, Ike and other declared disasters such as the 2015 flooding. IEM teamed with APTIM for the contract but IEM has served in a primary role supporting GOHSEP with HMA. GOHSEP currently does not employ BCA staff and IEM filled this critical role to help shepherd HMA applications through the FEMA process of approval, with as tools the two current IEM BCA analysts developed and shared with FEMA. On numerous occasions, when subapplicants, supported by vendor engineering staff, submitted projects for FEMA approval, they have been denied for inadequate BCA. It is in these circumstances that the IEM BCA staff have stepped in to recalculate BCA or have made recommendations to subapplicants to alter technical specifications that would support a viable BCA.



- North Carolina  
2016 – Present
- Mitigation

In the wake of Hurricane Matthew, Fayetteville Public Works Commission (PWC), as the subrecipient, selected IEM to support establishing and implementing a recovery program that complied with federal and state requirements, identified opportunities to leverage hazard mitigation, minimized risks of de-obligation and audit findings, and maximized disaster assistance funding.



New York  
2014 – 2016

- CDBG-DR
- Mitigation

IEM served as Program Manager for the State of New York’s \$1 Billion New York Rising Housing Recovery Program. IEM’s program management activities involved intakes, damage estimates, eligibility reviews, duplication of benefits, award calculations, closeouts, and appeals processing for nearly 20,000 applicants. The scope of services included managing a cadre of housing programs designed with mitigation techniques. Housing programs included condo/coop, elevation and other mitigation, small rental, single-family rehab, global match/buyout, and reconstruction. This effort involved coordination with multiple Federal and State agencies to include FEMA, SBA, HHS, and HUD.



Louisiana  
2017 – Present

- CDBG-DR Program

IEM is providing the full lifecycle of program operations, from intake and eligibility determination through closeout. IEM’s scope includes program design and implementation led through the establishment of IEM’s Program Management Office. IEM’s program management activities are accomplished with seamless coordination of a team of more than a dozen direct subcontractors, each working their area of specialty. In 10 months, from scratch start of the Restore program, IEM completed eligibility and award determinations on 45 percent of the active Program population.



Mississippi  
2007 – 2014

- CDBG-DR
- Action Plan Review

IEM’s Vice President of Disaster Recovery, Jon Mabry, was appointed by Mississippi Governor Haley Barbour to serve as the Chief Operating Officer of the newly formed Mississippi’s Disaster Recovery Division (DRD), which was tasked with administering more than \$5.4 Billion in CDBG-DR funding for Hurricane Katrina recovery with nearly \$3 Billion dedicated to housing recovery. He was given a portfolio of 17 CDBG-DR recovery programs, which included programs specific to housing, public infrastructure, and economic recovery. With more than 40,000 homes either constructed, rehabilitated, or financed with these funds, and more than 200 public infrastructure projects completed, the state has disbursed more than \$4.6 billion, with fraud levels almost nonexistent. Mr. Mabry successfully finished the Mississippi disaster recovery housing program with less than 1/10 of one percent margin of error.



Texas  
2018 – Present

- CDBG-DR
- Needs Assessment

IEM serves as Program Manager for the Texas General Land Office’s (recipient) Homeowners Assistance Program, providing services to survivors of Hurricane Harvey across 13 counties. The General Land Office faced the unique challenge of reaching out to widely dispersed vulnerable and special populations. These populations include residents with limited English proficiency, veterans, people with disabilities, families with children under 18, elderly residents and low to moderate income survivors. IEM designed a Needs Assessment and a highly targeted affirmative marketing and public outreach plan. The plan micro targeted the most vulnerable and in-need populations in each of the 13 counties.



New Jersey  
2017 – Present

- CDBG-DR

IEM was contracted by DCA (recipient) to assist in completing the housing recovery phase in the aftermath of Superstorm Sandy, providing project management services for Pathway B Applicants. IEM provides support to complete repair construction for the most difficult and delayed applicant projects, successfully closing them out in the Program. IEM developed project-specific Workflow Plans that assisted in the management of construction projects. These Workflow Plans assessed financial health of the project, monitored construction status and progress, and detailed the documentation required for closeout. 689 Workflow Plans were created with applicants and their contractors, each within 60 days of case assignment.



Puerto Rico  
2019 – Present

- CDBG-DR Program

IEM is one of 4 contractors assigned as a Program Manager for PRDOH’s Repair, Reconstruction, or Relocations (R3) Program. In just three weeks, 3 fully operational intake centers were established, and program staff immediately began conducting interviews with the disaster-impacted homeowners of Puerto Rico. In less than 90 days, 2,281 applicant appointments were scheduled, 2,143 applications processed, and 132 applications were scheduled for a damage assessment.

## 2.2 REFERENCES [RFP 4.3.1.2]

On the following pages please find two letters of reference:

1. Mr. Casey Tingle with the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) – IEM continues to support GOHSEP in administering recovery programs.
2. Mr. Jamie Rubin, formerly with the New York State Governor's Office – IEM was Program Manager of the NY Rising CDBG-DR Housing Program from 2014 – 2016 following Hurricane Sandy.

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Governor's Office of Homeland Security  
and Emergency Preparedness  
State of Louisiana

JOHN BEL EDWARDS  
GOVERNOR



JAMES B. WASKOM  
DIRECTOR

COS-2020-0218-028

February 18, 2020

To Whom It May Concern

RE: Letter of Reference for IEM, Inc.

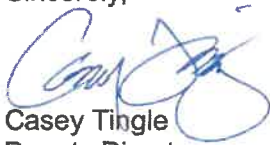
This letter provides my recommendation for IEM, Inc. based on the services they provided to the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP). IEM served GOHSEP from 2016 to the present, providing services related to Public Assistance (PA) and Hazard Mitigation Assistance (HMA) as both a contractor and subcontractor. Critical to this support was their work to develop and review cost-benefit analysis and cost reasonableness analysis for both programs. This work covered hundreds of projects across several open disasters and a number of subgrantees.

IEM is experienced with creating and monitoring project management plans, to support effective recovery and rebuilding of impacted communities and infrastructure. In my experience, IEM has been able to supply project managers and support staff that work hand-in-hand with the State to oversee major recovery projects. In this capacity, they have carefully monitored schedule, costs, and resources. For our PA and HMGP projects, IEM has helped us remain on budget and on schedule.

IEM's expertise and relationships with Federal Emergency Management Agency (FEMA) and HUD regulations are very helpful, and I believe that they would provide excellent customer service to you and your stakeholders.


If you need anything further, please do not hesitate to contact me at 225-925-7500 or [casey.tingle@la.gov](mailto:casey.tingle@la.gov).

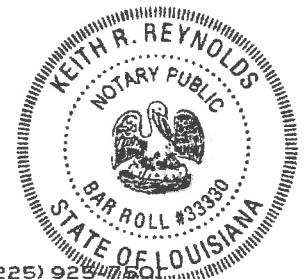
Sincerely,

  
Casey Tingle  
Deputy Director

*State of Louisiana  
Parish of East Baton Rouge*

*On February 18, 2020, before me personally appeared  
Casey Tingle, to me known to be the person described in and  
who executed the foregoing instrument.*

  
Keith R. Reynolds, Notary Public  
La. Bar No. 33330





January 30, 2020

To Whom It May Concern

RE: Letter of Reference for IEM, Inc.

This letter provides my recommendation for hiring IEM, Inc. to support your agency and jurisdiction in disaster recovery programs, specifically in the development, implementation and execution of the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grants-Disaster Recovery (CDBG-DR) and related housing programs.

IEM supported me when I served in several Executive positions for Governor Andrew Cuomo in the State of New York overseeing the recovery for Hurricanes Sandy and Lee. Specifically, IEM supported the Office of Storm Recovery for two years providing CDBG-DR program and technical assistance for our continuing effort to rebuild following Sandy in 2012.

IEM was hired by the State as a prime contractor for the State's largest CDBG-DR funded program, replacing the failing incumbent vendor. Specifically, IEM served as Program Manager for the State of New York's \$1 billion New York Rising Housing Recovery Program. The transition involved IEM reengineering, automating, and streamlining processes, and implementing key cost containment controls. IEM's program management activities included intakes, damage estimates, eligibility reviews, duplication of benefits, award calculations, closeouts, and appeals processing for nearly 20,000 applicants. The scope of services included managing a cadre of housing programs designed with mitigation techniques. IEM focused on maximizing applicant awards through minimizing any duplication issues, within the bounds of Stafford Act allowances. IEM's efforts resulted in reducing the prior contractor's workforce by more than half while at the same time significantly increasing production and reducing overall costs.



IEM's expertise and relationships with HUD and Federal Emergency Management Agency (FEMA) regulations were very helpful, and I believe that they would provide excellent customer service to your grantees. I recommend IEM as an innovative partner who will bring excellent customer service and demonstrable outcomes to your programs.

If you need anything further, please do not hesitate to contact me at 212-722-2108 or j.rubin@meridiam.com.

Sincerely,



Jamie Rubin

Chief Executive Officer

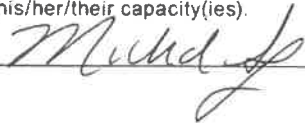
Notarized:

STATE OF NEW YORK, COUNTY OF NEW YORK

On Jan. 30, 2020 before me, personally appeared

Jamie Rubin

proved to me on the basis of satisfactory evidence to be the individual(s) whose name(s) is(are) subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their capacity(ies).



Notary Public



MICHAEL SENZ  
Notary Public - State of New York  
No. 01SE6114952  
Qualified in New York County  
My Comm. Expires Aug. 30, 2020

## 2.3 STAFFING PLAN [RFP 4.3.1.3 AND 4.3.1.4]

RFP 4.3.1.3. Vendor should demonstrate how the staff assigned to this project will have knowledge of CDBG, CDBG-DR, and CBDG-MIT regulations, 2CFR200, 24CFR570, cross cutting requirements applicable to all types of CDBG programs, an understanding of the West Virginia CDBG-DR Action Plan, West Virginia Consolidated Plan, and the State of West Virginia Hazard Mitigation Plan.

RFP 4.3.1.4. Vendor should provide its staffing plan, including a staff list that will be assigned to this project and proposed on-site staff assistance, and provide resumes, curriculum vitas, certifications, and any other documentation necessary to evaluate qualifications, abilities, and years of experience.

As one of the first states to write a CDBG MIT Action Plan, West Virginia is breaking new ground. To help West Virginia succeed, IEM, has built a staffing plan and roster that offer the best of the best in the business. Due to the newness of this process and deliverable, IEM feels that it is going to be imperative to have a high volume of senior subject matter experts (SMEs) available to the project. The SMEs will be there to support the Project Manager, the single point of contact for West Virginia, and the Deputy Project Manager. The team will also be comprised of professionals with specializations in Planning, GIS, Data Analysis, Outreach, Process, Building Codes, Editing, and Graphics, etc.

### 2.3.1 POSITION DESCRIPTIONS

Based on our review of the tasks described in the solicitation and our experience performing such tasks, IEM has built a staffing plan that includes the positions listed in the following table. Each role serves a specific purpose that will ensure a CDBG MIT Action Plan that will set out a plan to achieve the goals of West Virginia.

Position	Position Description	Specific Scope Tasks	Onsite	Offsite/ Remote
Project Executive	Agency point of contact for contractual issues and team continuity.	Evaluate proposed program activity options to meet West Virginia's Mitigation Priorities and Unmet Needs.	5%	95%
CDBG-DR SME HUD and Policy Lead	Responsible for all policy development assignments needed by Agency. Performs quality control function for all policy and process documentation prior to submission to Agency. Ensures timely completion of deliverables. Advise planning staff related to Method of Distribution, leveraging, program development, funding priorities, total maximum activity budgets, admin versus delivery cost. Advise team related to National Objectives and eligible activities and compliance requirements. Assist with formulating Needs Assessment and Action Plan template. Conduct portions of Capacity Assessment for Implementation Plan. Review HUD Certifications and final products. May support Agency staff and any IEM staff positions.	Develops standardized procedure for estimating losses including, but not limited to, Fair Market Values. Develop a process for prioritization to protect low to moderate income persons. Propose programs for inclusion in Action Plan, establish Funding Priorities, propose Methods of Distribution for each proposed program, and provide assessment of existing programs and planned projects in West Virginia to identify leveraging sources. Perform analysis of waivers offered in the MIT federal register and recommend and draft any waivers which may assist in the implementation of the WV CDBG-MIT grant. Provide technical assistance during the submission of the CDBG-MIT Action Plan and upon completion of review by HUD, the implementation of the programs. Technical assistance for compliance with FR-619-N-02 and other	80%	20%

COMMUNITY DEVELOPMENT BLOCK GRANT – MITIGATION (CDBG-MIT)

Position	Position Description	Specific Scope Tasks	Onsite	Offsite/ Remote
		applicable Federal Register Notices, 2 CFR 200, 24 CFR 570 and cross-cutting requirements applicable to all types of CDBG programs. Provide technical assistance and evaluate methods of additional technical assistance as part of Implementation Plan Certifications. Evaluate agency descriptions of lead agency responsibilities and accountability structures as part of Implementation Plan Certifications.		
CDBG-DR SME Housing	Advise planning staff related to Method of Distribution, leveraging, program development, funding priorities, total maximum activity budgets, admin versus delivery cost. Advise team related to National Objectives and eligible activities and compliance requirements. Assist with formulating Needs Assessment and Action Plan template. Conduct portions of Capacity Assessment for Implementation Plan. Review HUD Certifications and final products. May support Agency staff and any IEM staff positions.	Evaluate Action Plan against HUD Initial Plan Draft Checklist and ensure that all areas of checklist are addressed adequately in final Plan. Propose programs for inclusion in Action Plan, establish Funding Priorities, propose Methods of Distribution for each proposed program, and provide assessment of existing programs and planned projects in West Virginia to identify leveraging sources. Perform analysis of waivers offered in the MIT federal register and recommend and draft any waivers which may assist in the implementation of the WV CDBG-MIT grant. Provide technical assistance during the submission of the CDBG-MIT Action Plan and upon completion of review by HUD, the implementation of the programs. Technical assistance for compliance with FR-619-N-02 and other applicable Federal Register Notices, 2 CFR 200, 24 CFR 570 and cross-cutting requirements applicable to all types of CDBG programs.	10%	90%
CDBG-DR SME Grant Management	Advise planning staff related to Method of Distribution, leveraging, program development, funding priorities, total maximum activity budgets, admin versus delivery cost. Advise team related to National Objectives and eligible activities and compliance requirements. Assist with formulating Needs Assessment and Action Plan template. Conduct portions of Capacity Assessment for Implementation Plan. Review HUD Certifications and final products. May support Agency staff and any IEM staff positions.	Supports the staffing assessment for the Implementation Plan; specifically, will assess staffing in proportion to applicant population, adequacy of program managers for housing, economic revitalization and infrastructure programs; experience of staff; and staff dedicated to procurement, Section 3 and FHEO, environmental compliance, monitoring/quality assurance, financial management and independent audit staff. Propose programs for inclusion in Action Plan, establish Funding Priorities, propose Methods of Distribution for each	10%	90%

Position	Position Description	Specific Scope Tasks	Onsite	Offsite/ Remote
		<p>proposed program, and provide assessment of existing programs and planned projects in West Virginia to identify leveraging sources. Perform analysis of waivers offered in the MIT federal register and recommend and draft any waivers which may assist in the implementation of the WV CDBG-MIT grant. Provide technical assistance during the submission of the CDBG-MIT Action Plan and upon completion of review by HUD, the implementation of the programs. Technical assistance for compliance with FR-619-N-02 and other applicable Federal Register Notices, 2 CFR 200, 24 CFR 570 and cross-cutting requirements applicable to all types of CDBG programs.</p>		
<p>CDBG-DR SME Infrastructure</p>	<p>Advise planning staff related to Method of Distribution, leveraging, program development, funding priorities, total maximum activity budgets, admin versus delivery cost. Advise team related to National Objectives and eligible activities and compliance requirements. Assist with formulating Needs Assessment and Action Plan template. Conduct portions of Capacity Assessment for Implementation Plan. Review HUD Certifications and final products. May support Agency staff and any IEM staff positions.</p>	<p>Assesses infrastructure proposed projects for viability under MIT funding and proposes improvements. Ensures all proposed infrastructure activities meet HUD Action Plan Checklist requirements. Propose programs for inclusion in Action Plan, establish Funding Priorities, propose Methods of Distribution for each proposed program, and provide assessment of existing programs and planned projects in West Virginia to identify leveraging sources. Perform analysis of waivers offered in the MIT federal register and recommend and draft any waivers which may assist in the implementation of the WV CDBG-MIT grant. Provide technical assistance during the submission of the CDBG-MIT Action Plan and upon completion of review by HUD, the implementation of the programs. Technical assistance for compliance with FR-619-N-02 and other applicable Federal Register Notices, 2 CFR 200, 24 CFR 570 and cross-cutting requirements applicable to all types of CDBG programs.</p>	<p>10%</p>	<p>90%</p>
<p>CDBG-DR SME Subrecipients</p>	<p>Advise planning staff related to subrecipient selection process, project prioritization and grading criteria. Will support development of subrecipient programs and monitoring strategies. May</p>	<p>Design Program Administration Tools for State use in Administering CDBG-MIT Programs; Develop and write an application process. Prepare subrecipient agreement templates and document retention / reporting requirements.</p>	<p>10%</p>	<p>90%</p>

COMMUNITY DEVELOPMENT BLOCK GRANT – MITIGATION (CDBG-MIT)

Position	Position Description	Specific Scope Tasks	Onsite	Offsite/ Remote
	support Agency staff and any IEM staff positions.	Create monitoring document templates to support the Agency's CDBG-MIT Program oversight, management and compliance. Conducts capacity assessment of Agency to carry out mitigation efforts. Assists agency in developing timelines and milestones associated with capacity constraints. Identifies list of open CDBG-DR findings and provides update on corrective actions under way to address each finding.		
FEMA SME Leveraging	Advise staff related to FEMA and CDBG leveraging opportunities and rules. Advise regarding project organization, management and implementation around FEMA projects. Advise regarding agency coordination. May support Agency staff and any IEM staff positions.	Identify leveraging opportunities, processes and rules. Assessment of existing programs and planned projects in West Virginia to identify leveraging resources. Identify any leverage resources that could be utilized in the CDBG-MIT programs.	10%	90%
FEMA HMP SME	Review and provide guidance related to existing HMP and potential modifications necessitated by CDBG-MIT planning and activity selection. May write portions of needs assessment and/or action plan. May support Agency staff and any IEM staff positions.	Assesses West Virginia HMP. Conducts analysis of existing five local Regional Planning and Development Council 1, 2, 3, 4 and 5 HMP plans with the State HMP to determine alignment and gaps. Describes how plans to promote coordination with local and regional long-term planning and implementation informed by Mitigation Needs Assessment.	50%	50%
Financial Controls SME	Provides guidance on financial controls, HUD reporting requirements, DRGR system, and program budgeting. May support Agency staff and any IEM staff positions.	Provides guidance for DRGR project setup and cost allocation. Supports Risk Assessment and Implementation Plan development through analysis of state financial controls, procurement, management of funds, 12-year budget and quarterly milestone reports.	10%	90%
Financial Controls SME	Provides guidance on financial controls, audit requirements and program budgeting. May support Agency staff and any IEM positions.	Provides technical assistance related to Implementation Plan related to finance, audit, procurement and management of funds.	5%	95%
Compliance SME	Provides strategy for Implementation Plan analysis surrounding the fiscal requirements. Provides quality control of deliverables. May support Agency staff and any IEM positions.	Provide final proficient control document for CDBG-MIT Program. Develop Program Financial Compliance Requirements. Identify applicable financial compliance requirements, programmatic compliance areas and processes to be utilized by WVDO staff. Develop monitoring tools to measure performance, identify concerns and	10%	90%

COMMUNITY DEVELOPMENT BLOCK GRANT – MITIGATION (CDBG-MIT)

Position	Position Description	Specific Scope Tasks	Onsite	Offsite/ Remote
		<p>address any findings relating to programs. Develop and provide oversight process for the distribution of funds including documentation compliance. Determine and develop documentation that must accompany requests for payment. Develop a review process for completeness, compliance, and accuracy of all pay request documents. Write a conflict resolution process.</p>		
Compliance SME	<p>Conducts Implementation Plan analysis and documentation for financial controls and financial compliance. Develops processes and procedures in coordination with agency around compliance requirements. May support Agency staff and any IEM positions.</p>	<p>Provide final proficient control document for CDBG-MIT Program. Develop Program Financial Compliance Requirements. Identify applicable financial compliance requirements, programmatic compliance areas and processes to be utilized by WVDO staff. Develop monitoring tools to measure performance, identify concerns and address any findings relating to programs. Develop and provide oversight process for the distribution of funds including documentation compliance. Determine and develop documentation that must accompany requests for payment. Develop a review process for completeness, compliance, and accuracy of all pay request documents. Write a conflict resolution process. Prepare financial control, procurement and grant management document for submission to HUD.</p>	25%	75%
Project Manager	<p>Oversee scope, schedule and budget. Coordinate with WV state counterparts. Ensure timely delivery of services and submission of Action Plan to HUD by August 3, 2020. Personally reviews all work product prior to submission and ensures all work product undergoes quality review. Serves as primary point of contact for the Agency.</p>	<p>QCs the SF-424 Certifications. Completes all required HUD Checklists (CDBG-MIT Action Plan, Management Capacity, Implementation Plan and Covered Projects). Established communication plan to include: standards of key indicators reporting template; status by grant, including monitoring of the budget, schedule and performance metrics; documenting/reporting issues impacting each grant including reported problems, lagging performance, communication issues, etc., and the actions being taken to resolve them; identification of risks associated with each grant and the actions being taken to mitigate, avoid or reduce them; deliverables completed to date and those</p>	95%	5%

Position	Position Description	Specific Scope Tasks	Onsite	Offsite/ Remote
		scheduled for completion; resources being utilized to deliver the project including staffing, approach, technology, and budget to identify constraints affecting project delivery and corrective actions to correct delivery.		
Deputy Project Manager	Oversee operationalization of day to day activities. Prepares project work execution plan. Reports to Project Manager.	Prepares the SF-424 Certifications. Completes all required HUD Checklists (CDBG-MIT Action Plan, Management Capacity, Implementation Plan and Covered Projects). Established communication plan to include: standards of key indicators reporting template; status by grant, including monitoring of the budget, schedule and performance metrics; documenting/reporting issues impacting each grant including reported problems, lagging performance, communication issues, etc., and the actions being taken to resolve them; identification of risks associated with each grant and the actions being taken to mitigate, avoid or reduce them; deliverables completed to date and those scheduled for completion; resources being utilized to deliver the project including staffing, approach, technology, and budget to identify constraints affecting project delivery and corrective actions to correct delivery.	95%	5%
Lead Planner	Establishes strategy for execution of work plan. Ensures all resources are engaged and understand the specific tasks for which they are responsible. Lead writer for Implementation Plan and Action Plan. Reports to Deputy Project Manager.	Addresses risks identified in the West Virginia State Hazard Mitigation Plan (HMP). Verifies probable risk based on methodology for future projections against risks identified in State HMP. Describe coordination and how the proposed mitigation programs or projects will (a) advance long-term resilience, (b) align with other planned capital improvements, and (c) promote community-level and regional planning for current and future disaster recovery efforts and additional mitigation investments including any leveraging opportunities. Investigate and assess current state of local and regional long-term planning efforts as well as coordination opportunities. Assessment of existing programs and planned	95%	5%



Position	Position Description	Specific Scope Tasks	Onsite	Offsite/ Remote
		projects in West Virginia to identify leveraging resources.		
Planner--General	Conducts analyses of existing plans, provides gap analysis, identifies needed updates, and assesses risk associated with past and future disaster. Reports to Lead Planner.	Identifies and analyzes all significant past, current and future disaster risks. Develops uniform county risk scores. Outline history of flooding, severe storm, winter weather, landslide/subsidence, wildfire, drought, earthquakes, and dam/levee in the State HMP and apply to community lifelines and other applicable MIT requirements. Outline impact of recovery and resiliency improvements.	50%	50%
Building Code Analyst	Assesses building codes at state and local levels. Provides analysis of findings and recommendations related to future need in light of mitigation and risks. Reports to Lead Planner.	Investigate and assess current state of development of building codes.	50%	50%
Planner--Land Use	Assess land use and zoning plans at state, regional and local levels. Provides analysis of findings and recommendations related to future need in light of mitigation and risks. Advise regarding Hazard Mitigation Planning and Hazard Mitigation Project delivery/administration. Support interagency coordination. May support Agency staff and any IEM staff positions. Reports to Lead Planner.	Investigate and assess current state of land use and zoning. Support Implementation Plan Capacity Assessment via review of internal and interagency coordination requirements including: ensuring effective communication and coordination between state and local departments and divisions involved in design and implementation of mitigation planning and projects; ensuring communication between departments responsible for developing the HMP and HMGP for applicable jurisdictions; ensure communication between subrecipients; and ensuring communication between local and regional planning departments.	50%	50%
GIS Lead/Data Planner	Coordinate and obtain data sources/layers with agency and agency partners, as well as other best available data sources. Provides analysis strategy for social vulnerability as well as other demographical inquiries related to risk of potential hazards. Coordinate and obtain data sources with agency and agency partners, as well as other best available data sources. Provides analysis strategy. Reports to Deputy Project Manager.	Recommends and develops a social vulnerability analysis such as SOVI®, based on affected populations in 12 counties with maps to overlay social vulnerability, unmet needs, and Mitigation Needs Assessment and the effect on vulnerable populations. Applies future projects for risk identified in the State HMP with future weather conditions for next 25 years. Document all statistical and data sources and ensure that all quoted and source data are cited appropriately.	25%	75%

COMMUNITY DEVELOPMENT BLOCK GRANT – MITIGATION (CDBG-MIT)

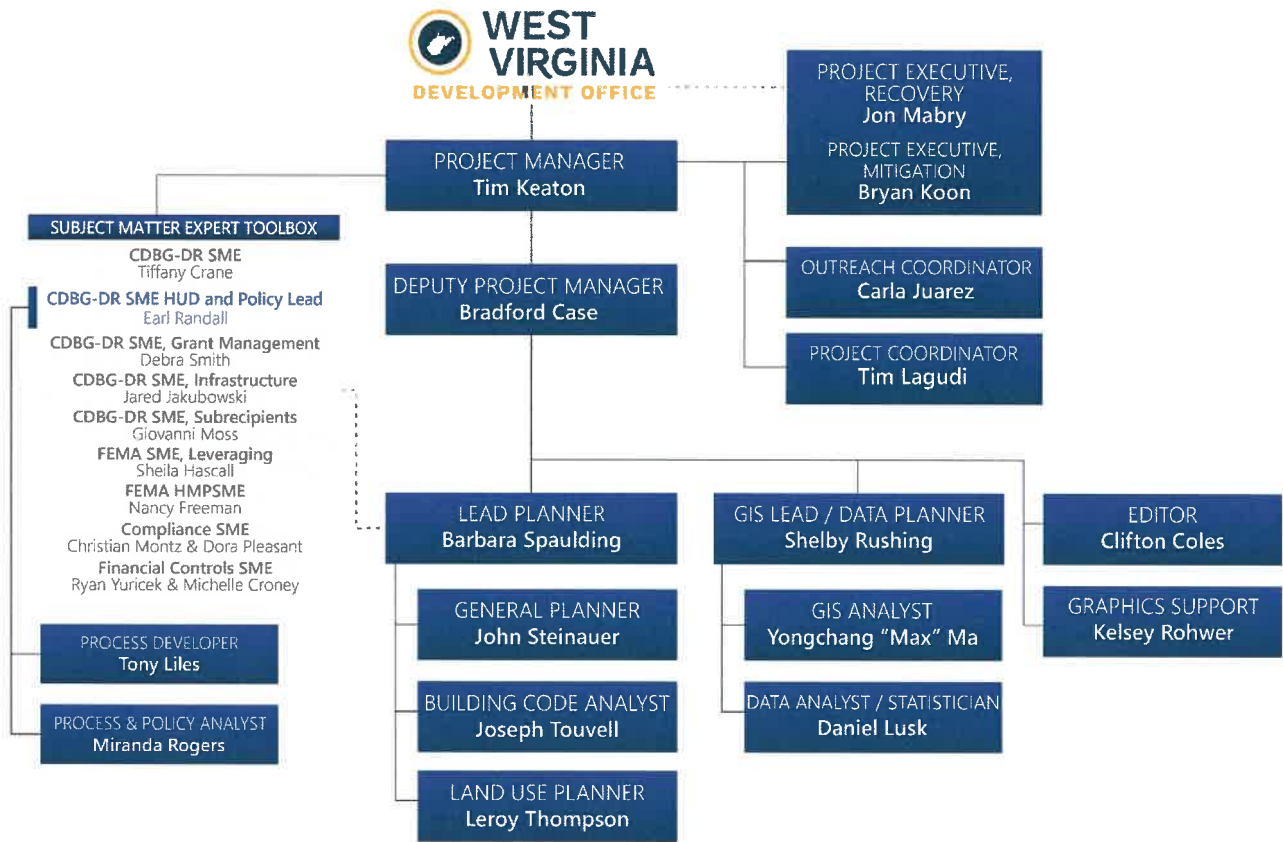
Position	Position Description	Specific Scope Tasks	Onsite	Offsite/ Remote
GIS Specialist	Perform GIS analyses at lowest level of application related to hazard potential and impacts. Use Social Vulnerability methodology to perform Social Vulnerability analyses. Reports to GIS Lead.	Performs quantitative assessments using GIS tools and mapping to demonstrate the significant potential impacts and risks of hazards affecting the critical community lifelines as follows: Safety and Security; Communications; Food, Water & Shelter; Transportation; Health and Medical; Hazardous Materials; and Energy. Provide a geographical impact analysis at the lowest level of the application of CDBG-MIT funds. Mapping to demonstrate requirements in the CDBG-MIT Federal Register in the Hazard Mitigation Needs Assessment and documentation of FEMA, DHS, Association of Counties, US Forest Service, HUD mapping and National Interagency Coordination Center.	25%	75%
Data Analyst/Statistician	Performs data and statistical analyses to yield insights into impacts and risks of hazards to community lifelines. Reports to Data Planner.	Performs quantitative assessments to demonstrate the significant potential impacts and risks of hazards affecting the critical community lifelines as follows: Safety and Security; Communications; Food, Water & Shelter; Transportation; Health and Medical; Hazardous Materials; and Energy.	25%	75%
Outreach Coordinator	Coordinates public meetings and messaging. Prepares public facing materials and messaging. Conducts public hearings. Responds to public inquiry. Reports to Project Manager. May oversee team of 2-5 outreach specialists.	Establishes outreach plan for public coordination and public hearings. Works with department to reserve public meeting space and publish public notices. Setup/Breakdown and takes notes for public meetings/hearings. May draft FAQs, brochures or other documentation for public-facing communication. Leads public meeting efforts on behalf of IEM and as requested by department. Collects all public comments and ensures public comments addressed by department and in Action Plan. Provides quality control function.	80%	20%
Project Coordinator	Organizes document repository and is responsible for curating all program documentation. Provides administrative support to team. Reports to Project Manager.	Administrative support, document management, meeting coordination and minute taking, risk register and action item maintenance. Provide appropriate document control and management to meet the financial and documentation requirements for CDBG-MIT grant. Maintains issue and decision log pertaining to the engagement. Collects	95%	5%

Position	Position Description	Specific Scope Tasks	Onsite	Offsite/ Remote
		team information and drafts initial weekly project status report for project manager review and approval. Documents meeting minutes and distributes.		
Editor	Edits all final deliverables prior to submission to Agency. Reports to Writer. Conducts final document preparation/formatting.	Supports document preparation and publication for Outreach Materials, Public Notices, Needs Assessment, Action Plan, and all certifications/checklists. May create electronic versions of HUD forms as necessary. Edit deliverables including Outreach Materials, Public Notices, Needs Assessment, Action Plan, and all certifications/checklists.	0%	100%
Graphics Support	Prepares graphics for use by team on public facing materials and in final Implementation Plan and Action Plan. Reports to Writer.	Supports document preparation and publication for Outreach Materials, Public Notices, Needs Assessment, Action Plan, and all certifications/checklists. May create electronic versions of HUD forms as necessary.	0%	100%
Process Developer	Works with team to document workflows and processes in visual format. Reports to Policy Lead.	Documents process flows and analyzes for efficiencies.	50%	50%
Process and Policy Analyst	Completes policy and process drafting assignments as assigned by Policy Lead. Coordinates with CDBG-DR Financial Controls SMEs and agency to establish policies and procedures around financial controls and procurement. Reports to Policy Lead.	Develop policies and procedures for each program in the CDBG-MIT grant. Develop process, procedures, and forms required to administer the CDBG-MIT grant. Specifically addresses those policies and procedures necessary for the Management Capacity and Initial Action Plan HUD Checklists including: informing applicants of status, methods of communication, frequency of application status updates, and identification of personnel responsible. Completes the financial and procurement portions of the Implementation Plan analysis. Assists with formulation and documentation of agency financial controls, policies and procedures. Develop a formula to determine Benefit Cost Analysis of each project.	50%	50%

2.3.2 STAFF LIST AND ORGANIZATIONAL CHART [RFP 4.3.1.3 AND 4.3.1.4]

RFP 4.3.1.3. Vendor should demonstrate how the staff assigned to this project will have knowledge of CDBG, CDBG-DR, and CDBG-MIT regulations, 2CFR200, 24CFR570, cross cutting requirements applicable to all types of CDBG programs, an understanding of the West Virginia CDBG-DR Action Plan, West Virginia Consolidated Plan, and the State of West Virginia Hazard Mitigation Plan.

RFP 4.3.1.4. Vendor should provide its staffing plan, including a staff list that will be assigned to this project and proposed on-site staff assistance, and provide resumes, curriculum vitas, certifications, and any other documentation necessary to evaluate qualifications, abilities, and years of experience.



Position	Name
Project Executive	Jon Mabry
Project Executive	Bryan Koon
CDBG-DR SME HUD and Policy Lead	Earl Randall
CDBG-DR SME Housing	Tiffany Crane
CDBG-DR SME Grant Management	Debra Smith
CDBG-DR SME Infrastructure	Jared Jakubowski

CDBG-DR SME Subrecipients	Giovanni Moss
FEMA SME Leveraging	Sheila Hascall
FEMA HMP SME	Nancy Freeman
Financial Controls SME	Ryan Yuricek
Financial Controls SME	Michelle Croney
Compliance SME	Christian Montz
Compliance SME	Dora Pleasant
Project Manager	Tim Keaton
Deputy Project Manager	Bradford Case
Lead Planner	Barbara Spaulding
Planner--General	John Steinauer
Building Code Analyst	Joseph Touvell
Planner--Land Use	Leroy Thompson
GIS Lead/Data Planner	Shelby Rushing
GIS Specialist	Yongchang "Max" Ma
Data Analyst/Statistician	Daniel Lusk
Outreach Coordinator	Carla Juarez
Project Coordinator	Tim Lagudi
Editor	Clifton Coles
Graphics Support	Kelsey Rohwer
Process Developer	Tony Liles
Process and Policy Analyst	Miranda Rogers

**2.3.3 STAFF RESUMES [RFP 4.3.1.3 AND 4.3.1.4]**

RFP 4.3.1.3. Vendor should demonstrate how the staff assigned to this project will have knowledge of CDBG, CDBG-DR, and CBDG-MIT regulations, 2CFR200, 24CFR570, cross cutting requirements applicable to all types of CDBG programs, an understanding of the West Virginia CDBG-DR Action Plan, West Virginia Consolidated Plan, and the State of West Virginia Hazard Mitigation Plan.

RFP 4.3.1.4. Vendor should provide its staffing plan, including a staff list that will be assigned to this project and proposed on-site staff assistance, and provide resumes, curriculum vitas, certifications, and any other documentation necessary to evaluate qualifications, abilities, and years of experience.

Resumes for the staff provided in the staff list are included in Appendix A.

# 3.0 MANDATORY QUALIFICATION/EXPERIENCE REQUIREMENTS [RFP 4.3.2, 4.3.2.1]

RFP 4.3.2: The following mandatory qualification/experience requirements must be met by the Vendor as a part of its submitted proposal. Vendor should describe how it meets the mandatory requirements and include any areas where it exceeds the mandatory requirements. Failure to comply with mandatory requirements will lead to disqualification, but areas where the mandatory requirements are exceeded will be included in technical scores where appropriate. The mandatory qualifications/experience requirements are listed below.

RFP 4.3.2.1. Vendor must have completed at least one:

- Hazard Mitigation Assessment, or
- CDBG- DR Action Plan, or
- CDBG-MIT Action Plan.

## Hazard Mitigation Planning

West Virginia wants to hire a consulting firm whose planning team members are well versed risk assessment and hazard mitigation planning at the federal, state, and local levels. The table below summarizes the teams' experience in this respect.

State	Mitigation Planning Experience	# of Counties	Municipalities (Incorporated)	Notes
<b>Nationwide</b>	Emergency Management Accreditation Program Assessments			<b>Staff assesses 45 entities.</b> Assessment often included mitigation plan review and T.A.
<b>Connecticut</b>	District Regional Planning Councils		40	Plan developed based on municipal rather than county participation.
<b>Florida</b>	Florida State Plan Update (2008 and 2013)	93		Provided the risk assessment and vulnerability inputs; coordinated statewide update process.
	Clay County		1	MJP Plan Development, Reviews, T.A.
	Duval County		1	MJP Plan Development, Reviews, T.A.
	Hillsborough County		1	MJP Plan Development, Reviews, T.A.
	Hillsborough County		1	MJP Plan Development, Reviews, T.A.
	Jackson County		1	MJP Plan Development, Reviews, T.A.
	Lake County		1	MJP Plan Development, Reviews, T.A.
	Nassau County		1	MJP Plan Development, Reviews, T.A.
	Nassau County		1	MJP Plan Development, Reviews, T.A.
	Pasco County		1	MJP Plan Development, Reviews, T.A.
Sumter County		1	MJP Plan Development, Reviews, T.A.	
<b>Illinois</b>	<b>Illinois</b>		15	MJP Plan Development, Reviews, T.A.
<b>Iowa</b>	<b>Iowa</b>		26	MJP Plan Development, Reviews, T.A.
<b>Kansas</b>	Kansas State Plan Update	105	627	The State was implementing a new software to enable it to roll up date from all local plans into the State update.

State	Mitigation Planning Experience	# of Counties	Municipalities (Incorporated)	Notes
	Local Hazard Mitigation Plans		8	MJP Plan Development, Reviews, T.A.
Louisiana	Louisiana State Plan Update	64		Served as Mitigation Subject Matter Expert
	Individual County (Parish) Updates	64		For different parishes staff managed the complete planning process, provided planning technical assistance, or otherwise served as a subject matter expert
	City of New Orleans (2010 and 2015 plans)		1	Managed the planning process from kickoff through adoption
Minnesota	City of St. Paul (2012 and 2019 updates)		1	Managed the planning process from kickoff through adoption
Mississippi	Mississippi Emergency Management Agency (District 3)	9	62	Managed the planning process from kickoff through adoption
Nebraska	State Hazard Mitigation Plan Update (2015)	93	539	Managed the planning process from kickoff through adoption
	Natural Resources District Mitigation Plan updates	23		Mitigation plans organized according to districts under the NE Department of Natural Resources and developed based on the waterways within each jurisdiction
New York	2014 and 2018 New York State Plan Updates	62	1,528	Managed the planning process from kickoff through adoption
	Herkimer County	1	30	Managed the planning process from kickoff through adoption
	Individual County Multi-Jurisdictional Plans		29	MJP Plan Development, Reviews, T.A.
Texas	Local Mitigation Plan Review		3	Multi-Jurisdictional Plan Development, Reviews, and Technical Assistance
West Virginia	State of West Virginia Plan Update (2013)	55	277	
	County Plan updates (2009-2013)	55	277	Oversaw the initial development of 55 county plans and the later consolidation of these plans into 11 regional plans managed by Regional Councils

**CDBG-DR Action Plan Experience**

IEM is proud to include amongst our staff for West Virginia, Earl Randall as a CDBG-DR SME HUD and Policy Lead. As a Senior Office of Community Planning and Development Disaster Recovery Specialist and Lead Specialist for Louisiana & New York’s supplemental appropriations, Earl Randall’s responsibilities included Oversight, Monitoring and Technical Assistance. The lead specialist performed all programmatic reviews and approval recommendations for recovery efforts associated with the appropriations. In this capacity, Mr. Randall reviewed and approved the following Action Plans and Amendments for major disaster events in our nation’s history:

- Hurricanes Katrina & Rita - \$13.4 billion (2005)
  - 1<sup>st</sup> Allocation Action Plan & 69 Amendments
  - 2<sup>nd</sup> Allocation Action Plan & 27 Amendments

- 3<sup>rd</sup> Allocation Action Plan
- Hurricanes Gustav & Ike - \$1.09 billion (2008)
  - 1<sup>st</sup> & 2<sup>nd</sup> Allocation Action Plan and 24 Amendments
  - Action Plans for St. Tammany Parish
  - Action Plan for Jefferson Parish
- Isaac - \$66.4 million (2012)
  - Partial Action Plan No. 1
- SuperStorm Sandy - \$3.7 billion
  - Initial Action Plan & Amendments 1-5 (\$1.713 billion)
  - Amendment 6 – additional \$2 billion

Also providing support to West Virginia is Tiffany Crane, as a CDBG-DR SME in Housing. She was a key player in the development of the [Richland County, SC CDBG-DR Action Plan for the 2015 Floods](#). As a CDBG-DR SME in Infrastructure, IEM, brings Jared Jakubowski. Mr. Jakubowski is the former Director of Community Development for the City of Moore Oklahoma. In this role he was [responsible for the City's submission of the Action Plan and all Action Plan Amendments](#) following devastating tornadoes. Lastly, serving as Project Executive for this effort is Jon Mabry. Mr. Mabry was hand-picked by the Governor of Mississippi to lead them through their CDBG-DR program following Hurricane Katrina. Mr. Mabry was responsible for the [Mississippi Hurricane Katrina CDBG-DR Action Plan development as well as ongoing Action Plan Amendment](#).





# Jon Mabry

## Project Executive

**30** Total Years of Experience

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Mr. Mabry has overseen nearly \$10 Billion in CDBG-DR funding for projects serving more than 56,000 homeowners.

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### Expertise

- Program Management
- Disaster Recovery
- Programs
- Government Liaison
- Leadership and
- Oversight

### Education

B.S., Information Systems Management | University of Maryland, 1992

A.A., General Studies | National University, 1989

### Certifications & Training

- CISA
- CFSA
- CBM
- CIA
- CCSA
- Member of Institute of Internal Auditors
- Member of Information Systems Audit and Control Association

### Professional Qualifications

Mr. Mabry is a veteran technical advisor and program manager. Responsible for IEM's execution of housing programs in Puerto Rico, Texas, Florida, New Jersey, and Louisiana, Mr. Mabry digs in and serves IEM's most complex disaster recovery housing deliveries as the dedicated Program Manager. He previously led IEM's efforts in support of the New York Governor's Office of Storm Recovery's \$1.2 Billion CDBG DR post-Sandy disaster housing recovery program and later served as the Program Director for the \$1.2 Billion Restore Louisiana Repair, Reconstruction, and Reimbursement Housing Program. Prior to joining IEM, Mr. Mabry was appointed by Mississippi Governor Haley Barbour to serve as the Chief Executive Officer (CEO) of the newly formed Mississippi's Disaster Recovery Division (DRD), which was tasked with administering more than \$5.4 Billion in CDBG DR funding for Hurricane Katrina recovery with nearly \$3 Billion dedicated to housing recovery.

### Relevant Experience

#### Vice President of Disaster Recovery, Innovative Emergency Management, United States, 2014-Present

Provides executive oversight and guidance on IEM CDBG-DR Recovery Programs.

#### Program Director; Restore Louisiana, Office of Community Development, Louisiana, 2019

Served as Program Director responsible for all aspects of the Program from outreach, applicant in-take, eligibility, environmental reviews, damage estimates, lead assessments, general construction, construction

management to include interim and final inspections, closing, and closeouts.

Oversaw management and coordination of a team of more than 300 employees and a dozen direct subcontractors, each responsible for their own specialized functional area. Established key production milestones, accountability controls and reporting metrics that resulted in the following accomplishments:

- 11,639 homes reconstructed or repaired
- 17,610 Awards Offered totalling \$675M
- 45,000 Tier 2's completed
- 14,804 Disbursement totaling \$500M
- 371 complaints from a total of 51,895 survey respondents

#### **Program Executive Director, New York Governor's Officer of Storm Recovery, New York, 2014-2016**

Led a team of contractors to support this \$1.2 Billion post-Sandy disaster housing recovery program, which awarded \$902 Million to 11,000+ homeowners.

Led a rapid six-week program transition from previous contractor to IEM. In first four weeks, consolidated services centers from ten to five, recruited all staff, streamlined operations, and achieved immediate costs savings of \$1.8 Million.

Managed program to achieve delivery at 16% less than what was bid.

Managed aggressive public outreach campaign using ten mobile intake centers that brought in 6,000 new, primarily LMI, applicants in six weeks (one year after program start).

Operated five housing service centers and oversaw more than 200 staff members. Developed an environment that fostered strong customer service throughout the program.

Applied data analytics to identify and address production bottlenecks, increase throughput, and forecast output; forecasts were 99% accurate on a month-to-month basis.

Improved operational effectiveness and efficiency, resulting in the distribution of 5,000 checks for \$100 Million in just 60 days.

Re-engineered title verification process, reduced title search criteria, and negotiated more favorable rates for the customer, resulting in more than \$3 Million in savings for New York.

Aligned IEM goals with customer and homeowner goals and held himself as well as every single subcontractor and staff member accountable for meeting those goals; used performance reporting to measure performance against established goals daily.

#### **Chief Operating Officer, Hurricane Katrina, CDBG-DR Recovery Program, Mississippi, 2007-2014**

Appointed by Mississippi Governor to lead the newly formed Disaster Recovery Division, which was tasked with managing more than \$5.4 Billion CDBG DR funds.

Worked closely with the Governor, the Governor's Chief of Staff, and other advisors to develop recovery strategies, policies, and plans for implementation in federally awarded disaster funds.



# Bryan Koon

## Project Executive

**20** Total Years of Experience

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As Director of Florida Emergency Management, Mr. Koon, managed a \$500 million annual budget and 250 personnel.

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### Expertise

- Program Management
- Mitigation
- EMAP
- Emergency Management
- FEMA Crisis Management
- Public Assistance
- FEMA HMGP

### Education

M.B.A., Business Administration | The George Washington University, 2003

B.S., Natural Resources | Cornell University, 1993

### Certifications & Training

- Executive Leaders Program, Center for Homeland Defense and Security, Naval Postgraduate School, 2008
- Graduate Certificate, Emergency and Crisis Management, The George Washington University, 2005

### Professional Qualifications

Mr. Koon has 20 years of experience in emergency operations, planning, management, and response. He served six years as the Director of the Florida Department of Emergency Management where he provided executive direction to ensure Floridians were prepared for emergencies, recover from them, and mitigate against their impacts. Mr. Koon currently serves as the Chair of the Multi-Hazard Mitigation Council, an independent, non-governmental entity of leading experts in mitigation that helps inform policy and advocates for smart mitigation practices nationwide. He also sits on the Board of Directors for the Federal Alliance for Safe Homes (FLASH), the country's leading consumer advocate for strengthening homes and safeguarding families from disasters.

### Relevant Experience

#### Vice President, Innovative Emergency Management, 2017-Present

Leads IEM's International Homeland Security and Emergency Management sector with oversight of the following projects:

- Public Assistance (PA) and Hazard Mitigation Grant Program (HMGP) Support to New York Division of Homeland Security and Emergency Services (DHSES)
  - PA and HMPG Technical Assistance (TA) Support to Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)
  - PA Consulting Services to Fayetteville Public Works Commission
  - Chemical Stockpile Emergency Preparedness Program
- FEMA Air Evacuation and Ground Support

### **Director, Florida Division of Emergency Management, Florida, 2011-2017**

Coordinated the efforts of dozens of governmental and non-governmental organizations during activations of the State Emergency Response Team.

Oversaw preparations for the 2012 Republican National Convention, coordinating plans and preparedness activities with USSS, FEMA, City, other state agencies, and city and county law enforcement and emergency management agencies. Served as the Vice Chairman of the state's Domestic Security Oversight Council which oversaw the state's strategic planning for security events and grant funding.

As the Governor's Authorized Representative, he administered all of the Florida State Homeland Security Program and Urban Area Security Initiative Program grant funding.

Represented the Governor during six presidentially-declared major disasters and addressed numerous significant events, including the 2012 Republican National Convention, Hurricane Hermine, and Hurricane Matthew.

Expanded Florida's leadership in flood preparation by dedicating a team and the financial resources to improve communities' readiness and lower flood insurance premiums through the CRS.

### **Director and Senior Operations Management, Wal-Mart, 2006-2011**

Responsible for preparedness and response efforts, including employee preparation, physical facility preparedness and recovery, crisis response, 24/7 alarm monitoring, and stakeholder outreach.

Involved with all disasters in the United States and internationally during this time period, including Hurricanes Gustav and Ike, H1N1, Minneapolis bridge collapse, and multiple tornado outbreaks, ice storms, earthquakes, blizzards, severe weather, and criminal incidents.

### **Multiple Positions, White House Military Office, 1998-2006**

Ensured continuity efforts associated with the White House Military Office, FEMA, and the USSS.

Interacted at a senior level with federal governmental officials in the design, training, exercising, and implementation of classified programs.

Involved with the updating of existing programs and creation of new programs post 9/11.

### **Surface Warfare Officer, United States Navy, 1993-1998**

Conducted multiple deployments to the Arabian Gulf and Western Pacific. Stood watch as Officer of the Deck, Sea and Anchor Officer of the Deck, Engineering Officer of the Watch, and Command Duty Officer. Oversaw the efforts of machinery room personnel in the upkeep and operation of ship's main propulsion equipment.



# Earl Randall

## CDBG-DR SME HUD and Policy Lead

**20** Total Years of Experience

Mr. Randall provides superior Technical Assistance and Guidance in Action Plan development, approval and project implementation. grantees with

### Expertise

- CDBG-DR Grant Management
- Monitoring & Compliance
- Quality Control
- HUD Policy
- HUD Action Plans

### Education

M.P.A., Public Administration | Louisiana State University, 2000

B.A., General Studies | Louisiana State University, 1998

### Certifications & Training

- American Society of Public Administrators
- Conference of Minority Public Administrators

### Professional Qualifications

Mr. Randall is experienced with HUD procedures and has helped develop numerous policy changes and updates. He has provided senior level advisory guidance and technical assistance for program policies, procedures and implementation to the Texas Program Management Offices (PMO) for the Hurricane Harvey Housing Recovery Program and Hurricane Hermine. He also provides CDBG-DR Advisory Guidance to IEM Senior Leadership for TX GLO. Previously, Mr. Randall managed \$18.3 Billion, cumulatively, in Supplemental Disaster Appropriations for Louisiana and New York.

### Relevant Experience

#### Director, Monitoring & Compliance, IEM, 2019-Present

Provides Monitoring & Compliance Oversight across Disaster Recovery Clients in Texas, Florida, Louisiana, New Jersey, North Carolina, and Puerto Rico.

Provides senior level advisory guidance and technical assistance for program policies, procedures and implementation to the Program Management Offices (PMO) for the Hurricane Harvey Housing Recovery Program (TX), Hurricanes Hermine, Matthew, and Irma (FL), and Hurricane Maria (PR).

#### Field Office Director, US Department of Housing & Urban Development, Louisiana, 2014-2018

Served as the Secretary's Representative for the Louisiana Jurisdiction. Carried out All Secretarial Initiatives promoted throughout the State of Louisiana and HUD Region VI.

Served as Subject Matter Expert on Disaster Response and Recovery.

Facilitated Partnerships with Federal Agencies as a member of the Federal Executive Board.

Served as the Housing Recovery Support Function Field Coordinator for Disasters in Louisiana.

Provided technical assistance and guidance to elected officials on all HUD Programs.

Identifies opportunities for maximizing production through systems testing and business rule development.

#### **Senior CPD Disaster Specialist, US Department of Housing & Urban Development Community Planning & Development, Louisiana, 2007-2014**

Provided management oversight for Louisiana's \$14.5 Billion and the State of New York's \$3.8 Billion Supplemental Disaster Appropriations.

Ensure program compliance through ongoing monitoring and technical assistance. Serve as compliance monitor for Louisiana (Lead), New York (Lead), Texas, Mississippi, Florida, New Jersey, New York City, and Iowa.

Assist in the development of policy guidance for disaster grantees. Coordinate programmatic training for the States of Louisiana, New York and other disaster grantees.

Facilitate interactions between grantees (LA & NY) and the Department about the use of disaster funding.

Provide guidance and service to clients (Executive Secretariat, Congressional and direct citizen inquiries) that may have Disaster related issues.

#### **US Department of Housing & Urban Development, Community Field Policy & Management, New Orleans, 2005-2007**

Served as New Orleans Field Office Reconstitution Team Member (After Hurricane Katrina).  
Congressional Field Hearing Coordinator.

FPM Disaster Liaison (HUD Region VI and Headquarters).

Coordinated the development and implementation of Field Office Management Plan.

Served as the Field Office Public Affairs Officer. Special Initiatives Implementation and Reporting Coordinator. Congressional Affairs Liaison.

Aided in the development and Implementation of the COOP (Continuity of Operations).

#### **US Department of Housing & Urban Development, Community Planning & Development Representative, 2002-2005**

Extensively trained to development and broaden program knowledge and management skills essential for professional growth within the department.

Assisted in development of policy and position documents.

Worked with HUD management concerning policy development and allied issues.

Worked with Municipalities, non-profits, the business community, governmental agencies, and individual on various issues concerning housing, economic development, and community building and development.



# Tiffany Crane

## CDBG-DR SME Housing

16 Total Years of Experience

Ms. Crane was instrumental in the design and implementation of Restore Louisiana that is resulting in unprecedented delivery speed for homeowners.

### Expertise

- CDBG-DR Programs
- Construction Management/Compliance
- Policy Development

### Education

J.D., Law | Loyola University, New Orleans, 2008

B.S., Biology | Loyola University, New Orleans, 1998

### Certifications & Training

- CDBG-DR DRGR Training
- CDBG-DR Action Plans, Citizen Participation and Limited English Proficiency webinar
- CDBG-DR Program Planning, Administration, and Activity Delivery Webinar
- CDBG-DR DRGR including QPR Webinar
- CDBG-DR Duplication of Benefits Webinar

### Professional Qualifications

Ms. Crane is a seasoned professional recovery housing professional with 16 years of experience. She is currently the Program Manager of the Rebuild Florida CDBG-DR Housing program and previously served as the Deputy Program Manager for the Restore Louisiana \$1.3B housing program. Ms. Crane was the Senior Production Manager for Texas, New York, and Mississippi CDBG-DR programs, leading teams of 50+ professionals to complete a combined 15,000 damage assessments and Duplication of Benefit Valuations, and 10,000 Environmental Reviews resulting in 7,800+ repaired/ reconstructed homes. Ms. Crane is a policy and procedure development expert that will ensure employees know program rules and how to apply them correctly. She has a complete understanding of new HUD-required risk analyses will create better, more compliant outcomes.

### Relevant Experience

#### Program Manager, CDBG-DR Program Management for Hurricane Irma, IEM, 2018-Present

Program Manager for Florida's \$1.3 Billion-dollar disaster recovery program for recovery from Hurricane Irma.

IEM staff provide program management tasks that include the design of housing, economic development, and infrastructure programs compliant with HUD and other federal, state and local cross-cutting rules, regulations and guidance.

Supported the state with Action Plan Amendment technical assistance

and writing.

Provides invaluable technical assistance on program design, policy and implementation.

#### **Deputy Program Manager, Tetra Tech, Richland Co – South Carolina, 2016**

Produced the Risk Analysis and Implementation Planning Documentation required by the Federal Register Notice for the allocation.

Wrote portions of the Richland County Action Plan. Developed the housing guidelines for Single Family and Small Rental programs.

Presented the County's plan at public and stakeholder meetings and worked with County staff members to design the delivery of the \$23.5M allocation of CDBG-DR funding.

#### **Technical Advisor, State of New York Governor's Office of Storm Recover (GOSR), URS/AECOM, 2010-2016**

Participated in Phases I-III Social Services Block Grant enhancement to New York Rising CDBG-DR grant. Developed process implementation solutions as GOSR identified new scope for single family housing activities.

Monitored project processes and identified areas requiring strengthened operational planning and implementation.

Advised on areas of program compliance and process development to ensure compliance with federal, state, local and program regulations, guidance and requirements.

Led the development and implementation of workflow processes for the evaluation of applicant files regarding environmental remediation, permitting, and repair scope.

Managed a team of approximately 22 FTEs.

#### **Production Manager, State of New York Governor's Office of Storm Recovery (GOSR) – New York Rising Single Family Homeowner Program, URS/AECOM, 2010-2016**

Led the production of 1,000 damage assessments and 1,000 Allowable Activity reports for 1,000 program applicants within a six-week performance period.

Created reporting and tracking tools to organize work and project estimates of completion.

Coordinated between team lead, project manager and client to provide clear understanding of progress and remove bottlenecks for production.

#### **Program Production Manager, Texas General Land Officer – Disaster Recovery Housing Program, URS/AECOM**

Oversaw repair and reconstruction of 2,800+ homes. Produced 3,000+ Environmental Review Records.

Refined the Statement of Probable Cost of Repair procedures, which became known as the Estimated Cost of Repair and is now best practice among disaster recovery housing programs across the country.

Streamlined environmental hazard mitigation processes for lead-based paint in compliance with industry best practices, reducing evaluation time and increasing construction scoping efficiency.





# Debra S. Smith

## CDBG-DR SME Grant Management

19 Total Years of Experience

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Provides training and technical assistance to public housing and disaster recovery HUD grantees

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### Expertise

- Disaster Recovery
- Housing Programs
- CDBG-DR
- Project Management
- Personnel Management
- Public Health
- Policy Analysis
- Public Outreach and Education
- Marketing

### Education

Ph.D., Public Health, Walden University, 2018

M.S., Management, Belhaven College, 2009

Diploma, Clinical, Administrative and Laboratory Medical Assisting, Medical Institute of Minnesota, 1990

B.S., Chemistry, Tougaloo College, 1987

### Professional Qualifications

Ms. Smith possess more than 12 years of experience with disaster recovery and more than 7 years in public health. She serves as the Program Manager for Nj RREM/LMI Program. Serves as the Program Manager and CDBG-DR Subject Matter Expert (SME) for HUD Community Compass Technical Assistance programs. She has provided project management for New York Governor's Office of Storm Recovery (NY GOSR), New York Rising Disaster Recovery Housing Restoration Program.

### Relevant Experience

#### Project Manager, NJ RREM & LMI Homeowner Rebuilding Program, IEM, West Long Branch, NJ

Program Manager responsible for managing the program budget, establishing program projections and goals, and determining staffing and resource needs.

Oversee all program operations and manage the Program Management Office (PMO) responsible for program training and monitoring, policy development, analytics, and report development.

Collaborate with Senior Managers, the client and Leads to determine and implement strategies to reach all production milestones for 1836 CDBG-DR home repair and restoration cases.

Served as the Deputy Program Manager, providing leadership for all program operations and management of the Program Management Office (PMO) team responsible for policy and procedure, training, analytics and production oversight (April 2018-November 2018).

## Certification and Training

- MDA Leadership Development Program, 2011
- HUD – Environmental Review Procedures Training, 2008
- Council of State Community Development Agencies (COSCEA) CDBG Boot Camp Training, 2008 Fair Housing and Section 504 Training, 2007 & 2009
- Davis-Bacon and Section 3 Training, 2007 & 2014
- FEMA National Incident Management System (NIMS) Courses - IS-700, IS-100, IS-200, 2007

Stand up, train and supervise Compliance and Monitoring department, including Closeout QC Specialists; Scoping and Xactimate professionals; Payment and Contractor Processing Team; Special Issues, Fraud and Internal Monitoring Coordinators; and Document Management Specialist.

### **Project Manager, HUD Community Compass Technical Assistance Program, IEM, Washington DC**

Direct and manage the administrative and Technical Assistance (TA) activities of the HUD Community Compass Technical Assistance program awards (FY 2015, 2016, 2017, 2018) totaling \$3M.

Oversee required HUD submissions, procure subcontractors, develop work plans, budgets and progress reporting, lead internal program team, and liaison with HUD representatives.

Lead new award proposal development.

Serve as CDBG-DR specialist, and coordinate and manage TA teams to successfully meet the goals of TA work orders and engagements.

### **CDBG-DR Policy Lead, New York City Housing Authority (NYCHA), New York City, NY**

Serve as the CDBG-DR Policy Lead for the Sandy Program Unit (SPU) and the Grants Management Assistant Manager within the NYCHA Office of Recovery and Resilience.

Provide internal policy and compliance technical assistance for the CDBG-DR award granted to NYCHA for Hurricane Sandy recovery activities.

Develop policies, standard operating procedures and oversight strategies for each project team, including Section 3 compliance, construction management, design, data reporting and finance.

Manage and coordinate SPU activities related to program audits and compliance reviews.

### **New York City Economic Development Corporation (EDC), New York City, NY**

Provided project management and policy development services for the rehabilitation program for 4 storm-damaged hospitals operated by the NYC Health and Hospital Corporation.

Perform overall program budget tracking across all projects and funding sources, including FEMA 428 (1.50B), FEMA 404 (2.7M) and CDBG-DR (28M) awards.

Assist project managers with tracking and management of pre-scoping and project estimates and ensure accurate budget reporting of estimate figures.

Develop and maintain tracking system for NYC Office of Management and Budgets Certificates to Proceed (CP) approvals for budget expenditures.

### **State of New York Governor's Office of Storm Recovery (GOSR), Farmingdale, NY**

Provided project and office management services to the New York Rising Disaster Recovery Housing Restoration Program funded by HUD CDBG-DR.

Supervised and provided leadership to a team of 16 case managers, administrative assistants, quality control specialists and construction technical assistants responsible for customer service, applicant intake and guidance, case processing and closeout of 1870 home repair and restoration cases.

Carried out cross-project management support by creating and implementing housing project plans, participating in client meetings, conducting staff development and training activities, planning construction/case management integration, and coordinating front office functions.

Supervised and provided leadership to 9 Resolution team members who managed homeowner appeals, demonstrable hardships, clarification cases, and elected official Rapid Response tickets.

**Project Manager, Mississippi Development Authority (MDA), Jackson, MS, 2007-2014**

Led program development, management and quality improvement of the Katrina CDBG-DR Long Term Workforce Housing (LTWH) (\$350M), Community Revitalization (CR) (\$13M) and the Homeowner Assistance Program – HAP2 (\$6M).

Initiated, managed, and closed out 32 LTWH project contracts with budgets totaling \$130.4M, including the award-winning City of Gulfport project. Initiated, managed and closed out 22 CR infrastructure projects with budgets totaling \$8.5M.

Provided development, implementation, and quality improvement technical assistance and supervision to corporate consultants, grant administrators and organizations serving low/moderate income and urgent need applicants.

Monitored sub-recipient activities for federal regulatory and program policy compliance, including Section 3, Davis Bacon, National Objective requirements, and environmental clearance.

Conducted data collection and reporting for CDBG-DR housing recovery and community revitalization programs utilizing OnBase and the federal Disaster Recovery Grant Reporting (DRGR) system.



# Jared Jakubowski

## CDBG-DR SME Infrastructure

13 Total Years of Experience

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Mr. Jakubowski was responsible for the City of Moore, Oklahoma's submission of the Action Plan and all Action Plan Amendments

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### Expertise

- CDBG-DR
- Grant Management
- Resilience
- Community and Economic Development

### Education

B.S., Police Science | Oklahoma State University, 2004

### Certifications & Training

- University of Oklahoma, Resilience Development Institute, Certified Resilience Expert, 2015
- National Community Development Association Community Development Block Grant Basic (2012) and Advance (2015)
- HUD HOME Administration, 2014

### Professional Qualifications

Mr. Jakubowski is a project manager with over 11 years of experience designing and applying strategies in the fields of community organizing, community-based economic development, strategized planning-zoning, and affordable housing development through the Community Development Block Grant Disaster Recovery (CDBG-DR). He is a leader in assisting and implementing post-disaster recovery efforts. He has managed over 50 contracts for construction of public infrastructure and public facilities, engineering, architecture, auditors, and many others. For example, for the City of Moore, OK, Mr. Jakubowski managed a redevelopment project, converting 15 acres of land damaged in a tornado into a mixed-income, mixed-use development with over 250 units.

### Relevant Experience

#### Project Manager, IEM, 2018-Present

Leading IEM's CDBG-DR housing recovery efforts for Puerto Rico Department of Housing Repair, Reconstruction, or Relocation Program (R3). The Program includes Program Management, Intake, Case Management, Damage Estimates, Appraisal, and Home Inspection Services.

In just 97 days following contract execution, IEM exceeding the expectations and goals established by PRDOH and reached the contractual ceiling of performing intake and determining eligibility for 1,500 eligible homeowners

Prior to support Puerto Rico, he served as Project Manager for IEM's Florida Department of Economic Opportunity (DEO) contract for the

Management of CDBG-DR programs for Hurricanes Matthew and Hermine.

### **Grants Manager/Associate Planner, City of Moore, Oklahoma, 2008-2018**

Managed affordable housing to including rental, homeownership, rehabilitation, and new construction.

Managed CDBG and CDBG-DR grants.

Managed a budget and projects over \$200 million annually, in addition to staff, contractors, and consulting firms for over 200 people, as well as 20–100 projects annually.

Provided overall leadership to teams assisting in and implementing post-disaster recovery efforts.

Managed a team providing expert services to support housing and community development and disaster recovery efforts.

Provided guidance and expertise on federal regulations (CDBG-DR, cross-cutting federal requirements, Duplication of Benefits, etc.) and translated them into the implementation of the programs.

Provided training and technical assistance in the fields of housing, economic development, resiliency, and/or community development.

Conducted research and field surveys in specific or general project areas and independently compiled, computed, and presented planning data in appropriate formats.

In addition to general planning knowledge, specialty areas included: transportation planning involving the projection and development of efficient transportation systems, economic planning involving the assessment of probable economic and social ramifications of public expenditures or variable deletions, modifications, or additions to the area's economic base and affordable housing, and historical preservation planning involving the coordination, implementation, and maintenance of the City's comprehensive preservation plan.

Responsible for writing and presenting formal and technical reports, working papers, and other correspondence.

### **Multiple Positions, City of Purcell, Oklahoma, 2002-2-12**

As Director of the Detention for McClain County, OK, which is one of the largest detention centers in Oklahoma, Mr. Jakubowski was responsible for the direct administration and management of the Detention Services Department in accordance with the mission of the McClain County Sheriff Office and District Court.

Worked with a management team to ensure the safe, secure, and humane operation of the Detention Center and other detention services.

Managed and oversaw the 24/7 operational activities of the Detention Center and developed and implemented programs and procedures in order to ensure the safety, security, and welfare of the residents and staff.

Established and implemented operational and administrative procedures to ensure legal and fiscal requirements.

Oversaw the maintenance of all administrative files, ensuring that all records were maintained in accordance with legal requirements.

Ensured accurate record-keeping of youth and adults in the facility. Implemented appropriate training programs, monitored adherence to training programs, and handled personnel activities, including but not limited to, hiring, promotions, transfers, demotions, and separations.

Developed and implemented programs designed to ensure an effective and qualified staff, including, but not limited to, in-service training, employee performance evaluations, and counseling.



# Giovanni Moss

## CDBG-DR SME Subrecipients

17 Total Years of Experience

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Mr. Moss is a Community and Economic Development professional with over 17 years of experience.

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### Expertise

- Project Management
- Program Management
- CDBG-DR
- Executive Management
- Intergovernmental Affairs

### Education

M.P.A, Public Administration |  
Nova Southeastern University,  
2007

B.A., Public Management |  
Florida Atlantic University,  
2002

A.A, Arts | Palm Beach State,  
2000

### Certifications & Training

- CDBG Practitioner
- Redevelopment Professional

### Professional Qualifications

Mr. Moss possesses over 17 years of experience in Community and Economic Development, Executive Management, Intergovernmental Affairs, Redevelopment, and Housing and Community Development. Mr. Moss served as the Community Development and Redevelopment Director for the Town of Davie, Florida, where he worked alongside of various grant resources and potential funding sources such as Community Development Finance Institutions and local financial institutions to fund economic housing development projects.

### Relevant Experience

#### Project Manager, IEM, Tallahassee, FL, 2018-Present

Provide comprehensive administrative services necessary to facilitate activities for the disaster relief, recovery, restoration, and economic revitalization in areas affected by Hurricanes under the Federally-funded Community Development Block Grant Disaster Recovery (CDBG-DR) Program.

Assist DEO in fulfilling State and Federal CDBG-DR statutory responsibilities including, but not limited to, performing grant administration services for non-housing and/or housing projects.

Provide subject matter expertise in CDBG-DR and all HUD requirements

Provide subject matter expertise with the competitive application cycle for housing, infrastructure, and economic development projects.

Provide assessment of the capabilities of prospective subrecipients, prior to distribution of CDBG-DR funds, to ensure their ability to meet national objectives.

Provide subject matter expertise in Davis-Bacon Act requirements for any construction or engineering related project.

Create and follow processes to identify specific, logical connections to a national objective for each activity, including verifying the eligibility of proposed activities as well as evaluating a prospective subrecipient's overall organizational capacity.

Assist DEO in preparing, completing, and submitting required HUD forms for environmental review and provide all documentation to support environmental findings;

Assist DEO in consulting with oversight and regulatory agencies to facilitate environmental clearance;

Perform or contract special studies, additional assessments, or permitting to secure environmental clearance.

Evaluate prospective subrecipient's ability to demonstrate that it has all necessary systems, guidance and policies and procedures.

Assess the prospective subrecipient's ability to effectively manage funds, ensure timely expenditure of funds and ensure timely communication of application status to applicants.

Chemical Stockpile Emergency Preparedness Program.

#### **Community Development Director/Community Redevelopment Director, Town of Davie, Davie Florida, 2014-2018**

Managed daily operations, staff, consultants, contractors, capital projects of the multiple departments /divisions.

Managed real estate assets, preparing marketing strategies, overseeing ongoing maintenance, and facilitated disposition.

Developed and secured public-private partnerships with developers and financial institutions to develop new, affordable rental projects and economic development projects.

Coordinated and administered strategies for acquisition and retention of small business and industry investment in defined Redevelopment Area, or specific sub-areas, in coordination with Town's Comprehensive Land Use Plan and applicable codes and regulations, to foster and facilitate economic and community development, redevelopment, new development or investment by the public and private sectors.

Established and maintained favorable contacts with a variety of high-level policy-forming individuals or groups in industry, banking, finance, development, government and other areas of economic influence to publicize, promote, encourage and consult about participation in programs concerning the Redevelopment Area; served as CRA's liaison to such individuals and groups

Researched current trends and innovations in redevelopment and economic development practices as described in professional conferences, seminars and publications, and distribute such information to CRA members and other interested parties.

Oversaw annual and disaster recovery rehabilitation programs, construction and expansion of public facilities and infrastructure improvements projects.

#### **Housing and Community Development Director, Town of Davie, Davie, FL, 2008-2014**



Developed and managed Town's federal and state grant-funded programs – including those that provided assistance to low- to moderate-income populations – such as the Community Development Block Grant (CDBG), CDBG Disaster Recovery, State Housing Initiatives Partnership, HOME Investment Partnerships Program, the Neighborhood Stabilization Program and the Developments of Regional Impact.

Developed and managed community development programs and affordable housing programs; initiated and implemented related policies; and developed Neighborhood Redevelopment/Revitalization Plans.

Developed and secured public-private partnerships with developers and financial institutions to develop new, affordable rental projects and economic development projects.

Oversaw annual and disaster recovery rehabilitation programs, construction and expansion of public facilities and infrastructure improvements projects.

Served as Town's official liaison between civic groups, public and private agencies to address Housing and Community Development problems.

Served on Development Review Committee.

Analyzed various grant resources and potential funding sources such as Community Development Finance Institutions and local financial institutions to fund economic and housing development projects.

Prepared studies, reports, and recommendations for community improvement projects.

Prepared and submitted annual grant applications and reports to HUD and State funding agencies.

Oversaw departmental and grant expenditures and ensured compliance with various County, State and Federal regulations.



# Michelle Croney

## Financial Controls SME

**13** Total Years of Experience

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Ms. Croney possesses over 13 years of experience in accounting and auditing for Government Agencies and private companies.

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### Expertise

- Accounting
- Auditing
- Financial Statement Analysis and Reporting

### Education

B.S. Accounting | Nicholls State University, 2004

### Professional Qualifications

Michelle has 13 years of accounting and auditing experience for government agencies and private companies. She served as an auditor for the Louisiana Department of Natural Resources (DNR) in support of the 2009 American Recovery and Reinvestment Act (ARRA). She has improved operations through IEM's Project Accounting Division. She is an expert at analyzing financial data and providing written and verbal reports to ensure stability, accountability, and compliance.

### Relevant Experience

**CONTROLLER, IEM, BATON ROUGE, LA, 2014–PRESENT**

**COST ANALYST, IEM, 2011-2013,**

**MANAGER, PROJECT ACCOUNTING, IEM, 2008-2011, 2013-2014,**

**FINANCIAL ANALYST, IEM, 2005-2008**

Ms. Croney works with audit organizations to ensure that all company audits are conducted on time and result in clean, flawless findings.

She served as an Auditor in support of the 2009 ARRA for Louisiana DNR, monitoring and verifying financial information and program performance measures and reconciling the bank account used to pay citizen grantees participating in the Program.

She works to improve the overall operations of the Project Accounting division, and trains and mentors division personnel.

Ms. Croney serves as administrator for enterprise financial software program.

She performs documentation procedures and testing of internal controls, and she reviews and reconciles balance sheet accounts, and analyzes financial and income statements to report findings.

**STAFF AUDITOR, POSTLETHWAITE & NETTERVILLE, APAC, BATON ROUGE, LA, 2004-2005**

Ms. Croney audited HUD-based state programs for bond issuance and use by various recipients. Conducted internal auditing of small business and governmental entities through the consulting department.

She compiled the financial statements of both business clients and private individuals. Reviewed internal documentation, policies, and procedures of internal control to ensure compliance with the Sarbanes-Oxley Act Section 404 standards for publicly traded companies.

She also assessed general ledger accounts for publicly traded companies to ensure completeness, reasonableness, and accuracy. She reviewed and cleared general ledger account issues for a public university.

**UTILITIES ACCOUNTANT, ENTERGY CORPORATION, NEW ORLEANS, LA, 2004**

Ms. Croney performed Sarbanes-Oxley Section 404 quarterly testing of primary risk for core financial functions, such as deferred fuel and gas expense calculations.

She researched and cleared numerous outstanding account reconciliation issues dating back to 1999 to comply with Sarbanes-Oxley certification requirements.

She also recorded general ledger transactions for transmission revenue, gas, and purchase power expenses for major utility subsidiaries.



# Nancy Freeman

FEMA HMP SME

**24** Total Years of Experience

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Ms. Freeman is a Subject Matter Expert for EMAP in developing State and Local Hazard Mitigation Plans

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## Expertise

- State and Local Hazard Mitigation
- Local Emergency Management Program Director
- Emergency Management Accreditation Program (EMAP) Standards applied to State, Local, Federal Agency and International Emergency Management Programs

## Education

Post-Graduate Program, Public History | University of North Florida  
A.S., Design, & Technical Certificate, Historic Preservation | Florida State College at Jacksonville  
B.S., Humanities/Education | Kansas State University

## Certifications & Training

- L449 Incident Command System Train-The-Trainer
- Homeland Security Exercise and Evaluation Program Train-The-Trainer

## Professional Qualifications

Ms. Freeman is an Emergency Management professional with extensive experience serving three Florida counties, as well as a University-based Center providing emergency management/mitigation planning, research, training and technical assistance services. Responsibilities included direction of all aspects of all-hazard emergency management programs for preparedness, response, recovery and mitigation. In addition, Ms. Freeman has more than 16 years' experience in application of Emergency Management Accreditation Program (EMAP) Standards to state, local, federal agency and international Emergency Management Programs.

## Relevant Experience

### SENIOR PLANNER/EMAP SME, IEM, 2013 - PRESENT

#### PROJECT LEAD, HERKIMER COUNTY MULTI-JURISDICTIONAL HAZARD MITIGATION PLAN, 2016-2017

Developed and wrote the new Local Hazard Mitigation Plan. Established planning process work plan and schedule.

Coordinated planning activities with stakeholders, facilitated all stakeholder meetings.

#### TECHNICAL LEAD/PROJECT MANAGER, STATE OF NEW YORK HAZARD MITIGATION PLAN, 2013-2014

Coordinated work plan and schedule for major State Hazard Mitigation Plan update.

Managed Project Team; developed mitigation planning tools, materials and presentations.

Presented stakeholder webinars.

Coordinated outreach to stakeholders and the public.

Developed the 2019 NYS State Standard Hazard Mitigation Plan with Enhanced Plan status milestones and strategy. This plan is fully digital, on line with real time data updates which includes (but is not limited to) local mitigation plan updates, natural and manmade events and updated strategies.

#### **EMERGENCY MANAGEMENT CONSULTANT, JUNE 2009 – PRESENT**

State and Local Emergency Management programs including program management, planning, training, exercises.

#### **MITIGATION SUBJECT MATTER EXPERT, CITY OF ST. PAUL, MN, 2011 – 2012**

Developed work plan and schedule for Local Hazard Mitigation Plan update.

Planning assistance for planning process, development of planning tools for hazard data collection and analysis, assessment of mitigation capabilities and progress in reducing risk related to hazards.

Planning assistance for enhancing public participation. Provided Mitigation Planning training.

Developed mitigation planning materials and presentations.

#### **MITIGATION SUBJECT MATTER EXPERT, CLAY COUNTY, FL, HAZARD MITIGATION PLAN, 2014 – 2015**

Provided review and analysis assistance for Local Hazard Mitigation Plan update to ensure consistency with 44 CFR Part 201.6 and compliance with the Emergency Management Accreditation Program (EMAP) Standard.

#### **CONSULTANT, NORTHEAST FLORIDA HEALTHCARE COALITION, 2014 – 2016**

Co-coordinator for development of organizational structure and documents for regional healthcare coalition for disaster preparedness, response and recovery.

Developed multi-year healthcare system risk assessment process, format and activities.

Developed regional healthcare system continuity plan for disasters.

#### **DIRECTOR, EMERGENCY MANAGEMENT FOR NASSAU COUNTY, FLORIDA, 2003 –2009**

Directed County Emergency Management program, including all-hazards planning, preparedness, response, recovery and mitigation.

Administered Federal and State grant projects; project manager for construction of \$2.4 million Emergency Operations Center.

Directed response for six declared disasters.



# Sheila Hascall

## FEMA SME Leveraging

12 Total Years of Experience

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Ms. Hascall served as the State Hazard Mitigation Officer of Nebraska and is an expert in Benefit Cost Analysis

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### Expertise

- FEMA HMA Program/Grant Management
- PDM, FMA, HMGP
- CDBG-MIT and CDBG-DR
- FEMA IA and PA
- Benefit Cost Analysis
- Flood Mitigation
- E-Builder
- FEMA Software
- FEMA Policy

### Education

A.A.S., Computer Science | Gateway Electronics, 1993

### Certifications & Training

- Certificate of Achievement, Professional Development Series, EMI, 2011
- NIS Basic Training, 2007
- NIS Procurement Training and Certification, 2007
- Mitigation E-Grants for the Sub-Grant Application
- Mitigation E-Grants for the Grant Application
- Hurricane Mitigation Basics for Mitigation Staff
- Mitigation Planning Workshop for Local Governments

### Professional Qualifications

Ms. Hascall is a response and recovery SME with 12 years of experience in planning, developing and implementing Public Assistance (PA), HMA, Global Match, hazard flood mitigation (FMA), and individual assistance/household (IA/IHP). She developed and implemented the Global Match strategy for the State of New York, whereby the State used CDBG-DR-funded projects, State Revolving funds (EPA/NY SRF), USACE funds and State grants as a global match for Hazard Mitigation infrastructure grants, allowing the State to secure over \$450 million in match funds to leverage \$1.495 Billion in FEMA funds for Hurricane Sandy alone. Ms. Hascall managed Hazard Mitigation Assistance programs for 24 federally declared disasters in Nebraska, New York and Louisiana.

### Relevant Experience

#### Manager of Mitigation Programs, IEM, 2020- Present

Leading IEM's effort to update Nebraska's Standard All-Hazard Mitigation plan. This plan includes 530 municipalities located in the state's 93 counties.

Management/Administration of complex federal HMA and PA programs throughout the US for state and local agencies. Ensuring financial integrity and reduction of financial risk to state agencies as the grant fiduciary, while providing direct supervision of professional staff in varying levels of technical expertise.

**Program Manager & Grant Manager for New York State Division of Homeland Security & Emergency Services (DHSES), IEM, New York, 2013-2019**

Program/Grant Manager for DR-4085 Hurricane Sandy FEMA HMGP (\$1.495 Billion) on behalf of New York State Division of Homeland Security and Emergency Services.

Technical Advisor to DHSES on Federal Policy and Regulations.

Developed the Task Management Plan (**TMP**) to identify key stakeholders, risks, and vulnerabilities, which outlined the implementation and coordination of HMA and PA programs for DR-4085. This plan outlined the program strategy which enabled professional personnel and communities to implement short and long-term hazard mitigation and recovery measures.

Assisted the state in assessing and **developing Mitigation Strategies** from Hurricane Sandy and subsequent disasters.

Direct supervision of up to forty-four (44) subordinate HMA and PA professionals beginning October 2013 and implemented span of control **right-sizing teams** from 160 specialists down to a total of seven (7) professionals.

Provided technical advice to New York executives regarding to federal state and local rules, regulations, policies and laws for current and future disasters.

Directed and assisted in the application development and application review of over 2,500 applications in excess of \$5.8 Billion and submitted over 2,500 sub-grant applications to FEMA Region II for potential funding.

Implemented processes and strategies to coordinate over \$450 Million in complex Global Match funds (supplemental funds) and projects which entailed 1,181 property acquisitions over eight (8) disaster grants and closed 7 of the 8.

### **Project Manager, Governor's Office of Homeland Security & Emergency Preparedness (GOHSEP), IEM, 2016-2019**

Project Manager for the Technical Assistance sub-contract, which provides qualified personnel familiar with all FEMA programs administered under the Stafford Act and National Flood Insurance Act (NFIA) (i.e., PA, HMA programs (HMGP, HM & PDM Planning), PDM, FMA, SRL, etc.). Duties include:

- Provide direct guidance on current and future federally declared recovery program operations, objectives, strategies, rules and regulations.
- Supervision of ten (12) subordinate HMA, PA, and trade professionals deployed to Baton Rouge.

### **Nebraska State Hazard Mitigation Officer (SHMO), State of Nebraska, 2009-2013**

Developed policies and guidance for the implementation of HMA, IA and Public Assistance 406 programs. Managed and implemented the PDM, FMA, SRL, Project Impact and Hazard Mitigation Grant Programs for the State from federal declaration to programmatic grant closeout of 16 disaster grants and over 15 PDM, FMA & SRL annual grants.

Managed Community Development Block Grant (CDBG), U.S. Department Housing and Urban Development (HUD), and Nebraska Game and Parks applications for non-federal match (global match) for open grants under HMGP.

Created solutions in the areas of reporting, NEPA compliance, grant application development, distribution of procedural changes and requirements, and streamlined processes.

Development and implementation of Policies for division programs. Developed and obtained FEMA approval for a State Standard Hazard Mitigation Plan.

Mentored planning teams with identifying and recommending program priorities and activities.

Developed all Benefit Cost Analysis (BCAs) and BCA methodologies for Grant and sub-grants throughout the state.

Performed applicant briefings and mitigation workshops, including but not limited to project and application development (L-212/242 UHMA Grant Assistance Application Development Course), mitigation planning (G-318), safe room project development, and benefit cost analysis training.

Created detailed administrative plans for State HMA Grant Programs. Developed and implemented Residential Safe Room Handbook, resulting in 49 residential safe rooms to be funded under the 404 HMGP.

Logistics Section Chief for the Nebraska Incident Management Type 3 team (IMT3).





# Ryan A. Yuricek

## Financial Controls SME

**20** Total Years of Experience

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Mr. Yuricek provides financial support for three major HUD programs: Restore Louisiana, Rebuild Florida, and HUD Community Compass.

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### Expertise

- North Carolina Accounting System (NCAS)
- Emergency Management

### Education

A.S., Accounting | Wake Technical Community College, Sigma Alpha Pi & Phi Theta Kappa, 2013

A.S., Communications | Broome Community College, 1997

### Certifications & Training

- Accounting Core certification
- Payroll Accounting Clerk certification
- Income Tax Preparer certification
- Computer Science

### Professional Qualifications

Mr. Yuricek is a seasoned professional accounting tech with 20 years of experience in accounting. He is currently responsible for aspects of financial activities for three major HUD disaster recovery programs; financial accounting of Restore Louisiana construction activities, all financial activities related to the Rebuild Florida disaster recovery/resiliency program, and assistance with HUD Community Compass Grant awards. Mr. Yuricek previously worked with the North Carolina Department of Emergency Management (NCDEM).

### Relevant Experience

#### Project Accountant/AP Specialist, IEM 2013-present

Provides contract/grant review, project setup/maintenance; customer invoicing, AR and AP reconciliation, processing of subcontractor/vendor invoices for payment when paid.

Works with customers, project management, and subcontractors regarding any financial reporting needs/requirements.

Maintains project budgets/expenditures/forecasting reports.

Assists project team with internal payroll and expense systems/requirements.

Provides financial support for 3 major HUD disaster recovery programs:

Restore Louisiana

Rebuild Florida

HUD Community Compass Grant

### **AP Specialist, RTI International – HR Directions, 2008-2010**

Assisted in testing, and implementing, Deltek Costpoint 6.0 upgrade.

Processed high volumes of invoices, manual/electronic approvals for receipt and purchase, and fund accounting for services, products, projects and grants.

Audited payments via peer review daily.

Bi-weekly check, EFT, and wire transfer payments, and maintained disbursement records.

Created customized documents and reports.

Worked internally to correct fund processing errors, addressed invoice processing procedures and guidelines and customer service issues and questions.

Worked internally and externally on vendor reconciliation.

Assisted in updating, and implementing, policy and procedural changes including any resulting documentation, and assisted in annual audit preparations.

### **Accounting Coordinator, CSA, Masterbrand Cabinets – Act 1, 2007-2008**

Processed contractor invoices for payment and assisted in implementing a customized AS400 database.

Maintained electronic filing systems, answered phones, scheduled service, and provided customer support to contractors, builders, and homeowners.

Maintained just-in-time inventory ordering and receiving daily.

### **Office Assistant/Fiscal Officer, Innovative Performance and Customs, 2006-2007**

Maintained daily operations of an online custom parts distribution partnership.

Generated monthly financials using Microsoft excel, and maintained a just-in-time inventory system.

Provided customer service including: email and telephone support, data entry and processing of transactions, order preparation, and shipping and handling.

### **OFFICE ASSISTANT/FISCAL OFFICER, INNOVATIVE PERFORMANCE AND CUSTOMS, 2006-2007**

Maintained daily operations of an online custom parts distribution partnership.

Generated monthly financials using Microsoft excel, and maintained a just-in-time inventory system.

Provided customer service: email and telephone support, data entry and processing of transactions, order preparation, and shipping and handling.

### **Assistant Customer Service Manager, Food Lion – Delhaise Corp, 2004-2006**

Supervised 10 employees.

Provided daily accounting reports including: reconciliation of cash deposits, checks, money orders, Western Union, and NC Lottery.

Monitored sales vs labor, and daily reconciliations of cashier tills, electronic pay stations, and the store safe.

Provided customer service, and ensured policies and procedures, for efficient and accurate accounting front-end operations.

### **Fiscal Officer/Project Manager, NCDem - Temporary Housing, 2006-2007**

Assistant to Chief of the NCDEM Temporary Housing program. Implemented NCEM Tracking system.

Provided daily fiscal operations briefings of program personnel.

Budget research, review, research, and analysis of four multi-million-dollar recovery programs, including an earned value management program.

Generated expenditure reports for FEMA. Audited Individual Grant applications.

Encumbered and audited contractor invoices and grant contracts for data entry, billing, and payment.

Fund accounting processing invoices, & travel reimbursements: Worked to reconcile NCAS & NCEM reports, ensure timely payments, data entry, and maintain electronic filing systems. Coordinated billing arrangements, & travel accommodations, during emergency recovery activations and related conferences.

#### **AP Clerk/AP Supervisor, NCDEM – Finance, 1999-2000**

Assistant to Division Finance Chief, and consultant to software designer, developing the NCEM Tracking database.

Supervised the implementation of the NCEM tracking database to complete all needs of the NCEM accounts payable section.

Resolved any accounts payable problems.

#### **AR Clerk/Auditor, NCDEM - Hurricane Floyd Relief Fund, October 1999 – December 1999**

Responsibilities included: totaling donations for deposit, batch preparation, data entry, and database auditing for accuracy and completeness.



# Christian Montz

## Compliance SME

20 Total Years of Experience

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Mr. Montz managed a portfolio of over \$600 million annually of preparedness, mitigation, and recovery grants

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### Expertise

- Public Assistance Grant Program
- Grant Administration
- CDBG-DR Grant Program
- Preparedness Planning
- Grant Audit Resilience
- Internal Controls

### Education

M.P.A., Public Administration | University of Tennessee, 2004

B.S. | Thomas Edison State University, 2002

### Certifications & Training

- Certified Fraud Examiner (CFE)
- Presidential Management Fellowship
- HUD CDBG Fellowship
- GAO GAGAS Training, internal controls - Green Book
- Internal Audit training
- Federal Acquisition Regulations
- Price & Cost Analysis in federal procurement

### Professional Qualifications

As the IEM Director of State and Local Response and Recovery Mr. Montz has served such clients as the City of Houston and Jacksonville State University with their recovery using **Public Assistance (PA (including 406 mitigation) and Hazard Mitigation Assistance (HMA) assistance**. He also has been used on various recovery projects to assess the audit exposure risk of clients with respect to federal grant funding. Mr. Montz has extensive experience managing federal grants as well as consulting projects involving hundreds of millions of dollars and multiple staff in addition to serving as a day-to-day contact for clients as a consultant. Before joining IEM, He served as Regional Grants Division Director for FEMA Region VI, where he helped lead FEMA Grant Modernization – a consolidation of grant systems – to reduce grantee burden. He is also a **Certified Fraud Examiner with an oversight background but is also deeply experienced in FEMA PA and HMA programs including Hazard Mitigation Grant Program (HMGP)**. During his tenure at FEMA, Mr. Montz had to approve grant awards for PDM, FMA, SRL, EMPG, as well as review and approve State Administrative Plans. He has over 9 years of experience as a Project Manager for recovery grants.

### Relevant Experience

**Director of State and Local Response and Recovery, IEM, 2019-Present / 2017-2018**

Leads teams engaged in recovery using federal programs such as PA and HMGP.

Provides leadership and oversight of an IEM recovery team supporting Jacksonville State University following an EF-4 tornado. The team has provided and continues to provide the following services:

- PA Grants Portal management;
- Damage Assessment;
- Damage Description and Dimensions and PW formulation;
- Cost Estimating;
- Invoice review;
- Section 406 Mitigation;
- Cost eligibility and reasonableness review; and
- Prepare an HMGP application for the State's review and potential award.

Beginning a project for the North Central Texas Council of Governments in their effort to help multiple cities and counties prepare for disaster recovery. He will lead a project team that will help develop a written plan that will include elements from FEMA's National Recovery Framework that will be used to conduct an IEM-facilitated day long exercise and conference of participating jurisdictions. He will be deploying IEM experts at needed and will employ IEM's quality assurance process.

#### **Senior Analyst, US Government Accountability Office, Homeland Security and Justice Team, 2018-2019**

Returned to GAO to conduct quality assurance and control of audits and reviews of disaster response and recovery programs at FEMA and HUD as a result of disasters that occurred in 2017 and 2018.

#### **Senior Manager, Deloitte & Touche, 2016-2017**

Assisted state and local government clients with emergency management disaster response and recovery and guided them through challenges such as: damage assessments; project prioritization; accessing federal assistance; project integration; audit findings; grant and subrecipient monitoring; procuring with federal financial assistance; establishing Joint Field Offices; enhanced reporting; 2 CFR 200 conformance, and FEMA funding management strategies. Served the City of Joplin, Missouri and the City of San Marcos, Texas in the use of their CDBG-DR grant funding to recover from disasters. **Some recovery projects included flood mitigation efforts and school safe rooms to guard against loss of life during tornadoes.**

#### **Grants Director, FEMA Region VI, 2013-2016**

Portfolio responsibility of over \$600 million annually of preparedness, mitigation (e.g. non-disaster and HMGP), and recovery grant program funding. Experienced leader through every aspect of the emergency management disaster lifecycle, including the award of non-disaster mitigation grants such as PDM and FMA. Served as the regional leader for research and analysis with respect to changes in statutory and regulatory policy. Approved PDM, FMA, and SRL grant awards.

Led a regional project to assist New Mexico's Department of Homeland Security and Emergency Management to create a comprehensive set of policies and procedures and desk guides for PA and Mitigation specialists.

Led change at the national level across all regions by consolidating monitoring into joint program and financial site visits to reduce cost and burden to grantees, as well as improving monitoring results. He and his team conducted extensive training to transition grantees to 2 CFR 200.

Instrumental in persuading FEMA to consolidate program systems to reduce cost and better serve states that use multiple streams of FEMA funding; now known as FEMA Grant Modernization.

During the response phase of disasters, was the chief of the Regional Resource Coordination Center and held statutory authority to provide immediate assistance, with a \$1 million threshold, to states in the region.



# Dora Pleasant

## Compliance SME

**26** Total Years of Experience

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Ms. Pleasant has developed and delivered over 100 hours of live classroom training in grants management education.

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### Expertise

- Disaster Recovery
- Grant Policy and Governance
- Training
- Monitoring and Oversight
- Federal, State, and Local Rules and Regulations

### Education

B.S., Business Administration, Accounting | University of Maryland, 1992

### Certifications & Training

- Certified Public Accountant (CPA), licensed in Maryland and Virginia
- Certified Grants Management Specialist (CGMS)
- Project Management Professional (PMP)

### Professional Qualifications

Ms. Pleasant has extensive experience administering and overseeing grant funding and program implementation at the federal, state, and local levels of government with an emphasis on emergency management, preparedness, and disaster recovery grant programs such as FEMA and CDBG-DR grants. Ms. Pleasant has tested thousands of federal grant expenditures and has extensive FEMA PA grant accounting experience. She has intimate knowledge of Grants Management Body of Knowledge (GMBok) and is technically proficient with the grant related requirements found in selected Titles such as 2, 24, and 44 of the Code of Federal Regulations (CFR). Ms. Pleasant was certified to facilitate both live classroom and virtual trainings at Deloitte University. She has developed and supported over 100 hours of live classroom and 24 hours of on-demand previously recorded training in grants management education and certification programs and 6 grants management related online Nano-Learning and Flip deck training courses. She was the project manager responsible for conference program design, theme, logistics of a three-day professional training conference where over 60 technical and leadership training programs were developed and delivered.

### Relevant Experience

#### Senior Manager, State and Local Response and Recovery, 2019-Present

Serves as IEM Senior Manager for State and Local Response and Recovery, providing oversight to ongoing FEMA-funded projects and supporting strategic initiatives for IEM's corporate offices.

**Specialist Master / Manager, Deloitte, Various Locations, 2005-2013**

Served as the Manager of the Risk Intelligence Crisis Recovery Grants Management Practice assisting federal, state, and local government clients with emergency management preparedness and disaster recovery services.

Served as a lead in administering, overseeing, and implementing complex grant programs along the entire grant lifecycle including grant governance and program design, pre- and post-award activities, oversight and monitoring compliance services, reporting and grant closeout.

Has assisted various state and local government entities with standing-up, implementing and managing their Federally funded grants management programs (e.g., FEMA PA and HUD CDBG-DR) post-award to close out processes.

#### **Assistant Controller, Hanger Inc. and Celera, 2000-2005**

Served in assistance controller positions leading teams of accountants responsible for the financial accounting, consolidation, internal and external reporting, and company performance analysis activities.

Implemented and refined financial processes and controls; prepared Sarbanes-Oxley 404 internal control documentation; and increased staff training which resulted in reduced work hours, improved job efficiencies, increased productivity levels and a successful no finding internal audit review all while increasing the company's ability to monitor profit margins, business unit profitability, budget-to-actual results and overall performance.

Coordinated and managed internal and external audit relationships.

Established the internal control, financial accounting, and reporting of certain research and development activities funded by Federal grants.

#### **Audit Manager, PricewaterhouseCoopers LLP, 1993-2000**

Planned, supervised, and administered as many as a dozen concurrent audit, transaction support, and due diligence engagements.

Responsible for the direct supervision of numerous professionals.

Served as the manager of two entities with annual revenues more than \$500 Million, various smaller audits.

Served as the audit manager for The International Bank for Reconstruction and Development (IBRD) trust funds. As an auditor, evaluated and reported on the effectiveness of internal control policies and procedures.

Prepared and/or reviewed financial statements and notes thereto, pro forma financial statements, SEC Forms 10-Q, 10-K and 8-K, proxy statements, annual reports and press releases.





# Timothy Keaton

## Project Manager

19 Total Years of Experience

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Mr. Keaton served as the State Hazard Mitigation Officer for the state of West Virginia.

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### Expertise

- Federal NFIP Regulations
- Hazard Mitigation Assistance Programs
- State and Local Stakeholder Integration

### Certifications & Training

- Certified Floodplain Manager 2004 - Present
- Managing Floodplain Development through the NFIP
- Advance Floodplain Concepts, I, II, III
- Floodplain Management, Train the Trainer
- Higher Standards in Floodplain Management
- Substantial Damage Calculator
- Intro to Benefit Cost Analysis
- Community Rating System
- Hazard Mitigation Assistance Programs)
- NIMS ICS

### Professional Qualifications

Mr. Keaton is a technical expert with 19 years of experience in implementing and enforcing the requirements of the National Flood Insurance Program to ensure that flood related risks to life and property are minimized. During Presidentially Declared Disaster events his duties expanded to include response and recovery responsibilities consistent with the Incident Command System. He has over 18 years' experience working in most phases of Emergency Management at the State and Local levels. As the SHMO, he worked with the local governments in West Virginia and completed over \$20 million in mitigation grants. Continuing his work for the citizens of West Virginia, Mr. Keaton, became Cabell County Administrator of Grants, Planning and Permits, and later was hired as a Planner by the Putnam County Office of Planning and Permits. He is a Certified Floodplain Manager of 16 years.

### Relevant Experience

**Specialist/Assistant State NFIP Coordinator, West Virginia Division of Homeland Security and Emergency Management (WVDHSEM), 2018-2019**

Implemented Risk Map Program for state of West Virginia.

Promoted National Flood Insurance Program (NFIP) participation by enrolling and maintaining participants in the NFIP encouraging advanced floodplain management and land-use practices.

Promoted NFIP through certification and education as an approved local course instructor and proctor of the Certified Floodplain Manager (CFM) exam for Association of State Floodplain Managers (ASFPM).

### **Planner/Floodplain Manager/Mitigation Officer, Putnam County Office of Planning and Infrastructure, 2015-2018**

Provided outreach and coordinated enforcement for county-wide floodplain permitting.

Reviewed subdivision, commercial and industrial business development applications and submitted findings for floodplain permits.

Completion of a NFIP Community Rating System (CRS) program application. Development, implementation and close-out of two HMGP applications.

### **Administrator, Cabell County Office of Grants, Planning & Permits, 2013-2015**

Developed and maintained the County's Comprehensive Development and Land-use Plan and supervised the County's Natural Hazard Mitigation Plan.

Managed a large staff of Permit Officers, Community Planners, Field Investigators and Budget & Accounting Specialists and oversaw all grants awarded to the Cabell County Government.

### **State Hazard Mitigation Officer, WVDHSEM, 2001-2013**

Managed the State's hazard mitigation and risk minimization efforts ensuring that the Hazard Mitigation Assistance Grants under FEMA were properly administered.

Conducted complex analysis of risks ensuring environmental quality, economic vitality and eco-system management were considered along with traditional factors of life, safety and property protection.

Participated in special service opportunities resulting in Federal HMA awards of more than \$20 Million.

### **Assistant NFIP Coordinator, WVDHSEM, 2003-2009**

Primarily responsible for providing technical assistance to West Virginia's 214 Municipals and 55 Counties to include all aspects of NFIP participation.

Worked closely with FEMA and Cooperating Technical Partners to implement the Map Modernization Program throughout the state. Presented information and to build consensus among stakeholders who received updated FIRM / FIS products.

Coordinate with the West Virginia Chapter of the Association of State Floodplain Managers (ASFPM) to promote the NFIP through education and certification.

Coordinate with Federal partner agencies to ensure floodplain management issues and assistance needs were managed.

Implemented disaster-specific Incident Action/Support Planning to include incorporating NFIP Milestones into the Strategic Timeline; ensuring that strategic goals and tactical objectives for the State's HM program were smoothly transitioned into work performance actions.

Provide program leadership on behalf of the state, to include working with FEMA to jointly develop innovative solutions to operational and functional problems.

### **Contractor – Individual Assistance, WVDHSEM, 2001-2003**

Assisted individuals and families in completing and updating FEMA assistance applications, ensuring understanding of the disaster recovery process and individualized self-recovery plans.



# Bradford Case

## Deputy Project Manager

14 Total Years of Experience

Mr. Case managed and oversaw programmatic compliance of FEMA disaster and non-disaster mitigation programs.

### Expertise

- Hazard Mitigation
- Compliance
- Pre-Disaster Mitigation
- Flood Mitigation Assistance
- HMGP
- NFIP
- CDBG-DR
- CDBG-MIT
- Global Match
- Acquisition/Demolition and Relocation project management.

### Education

B.A., Economics | University of Alabama, 2005  
B.A., Public Administration | Auburn, 2005

### Certifications & Training

- Certified Floodplain Manager (CFM)
- NIMS ICS
- FEMA BCA Training

### Professional Qualifications

Mr. Case is a FEMA and State Program expert with 14 years of broad experience in all FEMA Hazard Mitigation Programs. He specializes in HMGP, Pre-Disaster Mitigation, Flood Mitigation Assistance, Section 404 Mitigation, Benefit-Cost Analysis, Mitigation Planning, Floodplain Management Regulations, Environmental Regulations, and Historic Preservation Regulations. Mr. Case managed and oversaw programmatic compliance of all of FEMA's disaster-based and non-disaster mitigation programs, including HMGP, FMA, PDM, and the former Severe Repetitive Loss program (SRL). He served as Point of Contact (POC) for all HMA projects involving multiple sub-grantees.

### Relevant Experience

#### Mitigation/Resiliency Specialist – IEM, December 2013 - Present

Provide subject matter expertise to state and local jurisdictions regarding existing and new policies and regulations that pertain to Hazard Mitigation, CDBG-DR, CDBG-MIT, BRIC and Resiliency projects.

Provide Global Match expertise for Grants to leverage federal funds.

#### Hazard mitigation specialist, New York Division of Homeland Security & Emergency services, IEM, 2017-2019

Project specialist for Hurricane Sandy HMGP projects. Served as the State's POC for project management and program compliance the implementation of each project.

Worked with subrecipients, including municipalities, counties, hospitals, utilities, infrastructure agencies, the NYC Housing Authority, NYC Department of Education, NYC Mayor's office and OEM. Projects include:

- \$518m NYS DOT Resiliency Upgrades to Scour Critical / Flood Prone Bridges
- Including Bridge Replacement, expansion and hardening
- \$49.5m New York City Housing Community Center Hardening
- \$14.5m Richmond University Medical Center Wind retrofit/mitigation
- \$6.2m Richmond University Medical Center
- \$35m Acquisition/Demolition project
- Acquisition and demolition of 95 residential properties
- Utilizing \$35 million of CDBG-DR funds under the Global Match Strategy for 8 Federally declared Disasters in New York

Additional project types include emergency generators, drainage, Wastewater Treatment plant construction, Residential wastewater / sewer project and microgrids (Power).

#### **Director of Hazard Mitigation, City of New Orleans New Orleans, 2008-2016**

Provided project implementation and administration of all FEMA mitigation grants awarded to the City (current: HMGP, SRL, and FMA; past: PDM and PGP) with a FY 2015 budget of approximately \$60 million.

Led the update, adoption, and implementation of the 2010 and 2015 updates of the Orleans Parish Hazard Mitigation Plan and incorporated the plan into all City policies, including the sustainability and resilience elements of the City's first-ever Master Plan.

Led mitigation project development and reviewed projects for program compliance and eligibility; projects included more than 50 structures within National Registered Historic Districts, which required negotiation, execution, and amendments to a Memorandum of Agreement (MOA) between all affected parties. This MOA, which required meticulous oversight throughout the life of the projects, ensured the minimization of adverse effects to these historic districts and enumerated the steps taken by all parties to offset these effects when not otherwise avoidable.

Provided guidance to residents, property owners, and elected officials regarding the Flood Insurance Rate Map update process, and interpreted and communicated the effects and implications, both real and perceived, of legislative reforms to the National Flood Insurance Program (NFIP) and Federal Flood Risk Management Standard.

#### **Floodplain Development Coordinator, Town of Fort Myers Beach FL, 2007-2008**

Enforced floodplain regulations for all development in the Town to ensure compliance with the NFIP and local Commercial Design Standards.

Coordinated the Town's participation in the Community Rating System. Administered structure elevation grants through FEMA's FMA and HMGP grant programs.



# Barbara A. Spaulding

## Lead Planner

15 Total Years of Experience

Ms. Spaulding is an experienced professional in Hazard Mitigation projects, CDBG-DR, and HUD, with over 15 years of experience

### Expertise

- Hazard Mitigation Planning
- HMGP, FMA, PDM, CDBG, CDBG-DR Project Funding
- Post-Disaster Recovery and Redevelopment
- Hazard Vulnerability/Risk Analysis
- RL/SRL Properties
- Public Involvement

### Education

M.B.A., Management/ International Business | Georgia State University

M.A., English | University of New Orleans

### Certifications

- Grants Management
- NIMS-Compliant
- Floodplain Management through the NFIP
- Certified Property & Casualty Adjuster (Florida)
- OSHA-General Industry
- Community Planning for Disaster Recovery
- Six Sigma Greenbelt Certified
- Debris Management
- Disaster Recovery Center Operations

### Professional Qualifications

Ms. Spaulding has supported federal, state and local disaster response and recovery for 15 declared events in 14 states. She served as the County Hazard Mitigation Assistance (HMA) Coordinator for FEMA, an acquisition and demolition buyout project and developed grant proposals to public and private funding sources, including CDBG and HUD, generating over \$68 million for community-based Health and Human Services programs and government agencies.

### Relevant Experience

#### Hazard Mitigation Planner, IEM, 2016-Present

Conduct data research to produce risk assessments and vulnerability analyses to write mitigation plans for state and local jurisdictions.

#### Senior Mitigation Planner, New York State Division of Homeland Security & Emergency Services (DHSES), IEM – Albany NY (October 2016 to July 2019)

Coordinated reviews of federally funded, multi-jurisdictional Hazard Mitigation Plans and State-required Jurisdictional Annexes for the New York State (NYS) Department of Homeland Security and Emergency Services (DHSES).

Developed the DHSES 2019 web-based State Hazard Mitigation Plan.

Provided technical assistance on federal and state program guidance, including Code of Federal Regulations, to state and local jurisdictions during the mitigation planning and project development life cycle.

Facilitated public involvement and leadership input about community hazards, risks, capabilities, mitigation strategy, and project development.

Provided technical assistance to counties applying as sub-applicants for 2018 and 2019 Pre-Disaster Mitigation (PDM) and Flood Mitigation Assistance (FMA)

funding, helping them to assemble the scope of work, project budget, support documentation, and required federal application forms.

Support sub-applicants and sub-recipients with their use of the federal/state grants application systems (NY Recovers/MB3 (web based Proprietary software) and FEMA's eGrants).

Ensured timely delivery of sub-grant and State Quarterly Progress Reports (QPRs) through aggressive outreach and technical assistance.

Reviewed completed financial and physical processes and validated expenditures for reimbursement to sub-recipients.

### **Mitigation and Recovery Coordinator, Pasco County Office of Emergency Management, 2014-2016**

Managed \$1.7 million Hazard Mitigation Grant Program award for the acquisition and demolition of 15 at-risk properties to remove repetitively flooded structures from the floodplain.

Staffed the Local Mitigation Strategy (LMS) Working Group (Mitigation Planning Committee) using targeted recruitment to diversify community involvement.

Wrote and integrated the approved HMP five-year plan with the County's Flood Management Plan as required by the FEMA 2000 Disaster Mitigation Act and to maintain Community Status Rating.

Coordinated with Building Services, Stormwater Management, and GIS divisions to generate data for mitigation plans, reporting requirements, grant submissions, and post-disaster damage assessment.

Developed the Pasco County Post-Disaster Recovery Plan in the wake of Tropical Storm Debby.



# John Steinauer

## Planner

30 Total Years of Experience

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Mr. Steinauer possesses more than 30 years of experience in Hazard Mitigation and Risk Management Planning

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### Expertise

- Technical Hazard Mitigation
- Risk Management planning
- Vulnerability THIRA Planning
- Emergency Operations
- Public/Environmental Health
- Regional Planning
- National Incident Management System (NIMS)
- Incident Command System (ICS)

### Education

M.C.R.P., Community and Regional Planning | University of Nebraska–Lincoln, 2004  
B.A., Anthropology | University of Nebraska–Lincoln, 1987  
A.S. in Chemistry | University of Nebraska, 1985  
A.A in Industrial Safety, | University of Indiana, Bloomington, 1989

### Professional Qualifications

Mr. Steinauer possess more than 30 years of experience working in Hazard Mitigation projects such as Hazmat Transportation and studies and statewide freight studies. He has a multitude of experience in the National Incident Management System and received advanced training on the Incident Command System through the United States Marine Corps, U.S. Department of Transportation, Department of Homeland Security, and the U.S. Environmental Protection Agency.

### Relevant Experience

#### **Senior Technical Hazard and Transportation Planner, IEM, 2011–present**

Conducted a facility data analysis and a HazMat Reviewed IEM nuclear ETE study procedures against current and pending regulation and best practices. Developed a detailed task list for conducting studies in an efficient, technically complete, and responsive manner that provides a quality product at reasonable cost.

Developed an innovative approach to conducting community and regional HazMat commodity flow studies that provides local emergency responders with substantive chemical hazard information, including key findings and recommendations specific to the study area. To date, these highly detailed and collaborative studies cover all of the state of North Carolina, one-third of Delaware, and Ascension Parish, Louisiana.

## Certifications & Training

Ammonia Refrigeration  
HazMat, ICS, NIMS and  
related training and  
certification  
DHS COBRA  
ICS-100, -200, -300, -400, and  
-800 level courses, 2009  
and 2010, renewed  
EPA On Scene Coordinator  
and First Responder  
Environmental Sampling  
EPA Toxics Use Reduction  
EPA RMP Program  
EPA Risk  
Naval Safety Officer

### **EMI Superfund Technical Assessment and Response Team (START) Contractor, Tetra Tech, 2010–2011**

Served as subject matter expert (SME) and controller to U.S. Environmental Protection Agency (EPA)/Department of Energy (DOE) joint national-level radiation exercise (RDD/dirty bomb scenario) in Philadelphia, PA in 2010.

Supported EPA/DOE ICS for this exercise with key data and ICS decision-making support and task monitoring concerning radiation exposure pathway(s), dose exposure monitoring, response and evacuation planning, and implementation.

Supported the BP Deepwater Horizon Oil Spill ICS with the collection of hundreds of air quality data points along the Gulf Coast from Mississippi to Florida, and served as team leader in the collection of national-level priority water quality and sediment data off the Alabama

and Florida coast over seven months with fixed site, mobile, and shipboard sampling.

Conducted the first nationwide CBRNE asset inventory for EPA assets including identification of function, logistical footprint, and deployment posture; also developed a short mission brief sheet to present this information to state and local emergency officials.

### **Technical Hazard Planning Program Manager, North Carolina Division of Emergency Management (NCEM), 2007–2010**

Designed and implemented the State of North Carolina Technical Hazard Mitigation Plan, including identification of nuclear, radiological, chemical, and biological hazards, risks, and mitigation strategies. The plan was instrumental in the Division of Emergency Management's gaining first-time accreditation, and following a recent update of the plan, their 2012 reaccreditation under the national Emergency Management Accreditation Program (EMAP). This plan has been used as a template for many other states' technical hazard planning processes.

Served in a variety of planning positions within ICS during activation for required nuclear facility exercises for all three North Carolina nuclear plants, supporting protective action decision implementation, evacuation implementation, plan evaluation, and ICS documentation.

Initiated the high-level awareness and incident management within North Carolina Emergency Management system for an accident involving the fabrication of nuclear fuel rods, which had the potential to escalate into a catastrophic event but was fortunately resolved by the facility operators prior to that occurring.

Assisted the U.S. Chemical Safety Board and North Carolina Department of Environment and Natural Resources in investigating serious toxic chemical release incidents in North Carolina.

Conducted root-cause accident analysis of all chemical accident events involving risk management planning facilities that resulted in loss of life or serious infrastructure or economic damages.



**Executive Director, U.S. Department of Health and Human Services (HHS), Community Health Centers, 2002–2007**

Implemented the national Health Disparities Collaborative programs for migrant health, diabetes, HIV/AIDS, and cardiovascular disease. The Migrant Health Program won the national Sister Cecilia B. Abhold Award in 2004 for innovation and service.

The health center participated in and supported the staffing of the HHS response planning and activation system under Emergency Support Functions (ESFs) 6 Mass Care, 8 Public Health & Medical, and 10 Hazardous Materials (radiological) response covering the western one-third of the State of Nebraska.

Significantly improved the financial position of two community health centers.

**HazMat Team Leader, Epidemiologist/GIS Analyst, Environmental Engineer II, RMP Program Coordinator Lincoln – Lancaster County Health Department, 1995–2002**

Developed and led the Lincoln/Lancaster County public health emergency response team on a 24/7 basis. Team members were automatically dispatched to all hazardous material, radiological, disease, or other events with any public health component as the Safety Officer or Incident Commander. Responded to as many as three events per day for over seven years, covering a large area of Southeast Nebraska under mutual aid agreements.

Developed the GIS infrastructure for Public Health to locate and map public health threats, infrastructure, and response assets, and to provide mobile decision-making support in emergencies. This system was able to model and map the impact of hazardous materials, radiological, and explosive events using the ERSI system and external models.

**State Emergency Planning Coordinator, 1991–1995, Nebraska Department of Environmental Quality (NDEQ),**

Appointed by two Governors of Nebraska and unanimously re-elected by the commission membership as vice-chair of State Emergency Response Commission, 1994–2002.

Served as co-chair of the Nebraska legislative study committee that led the State to pass the Nebraska EPCRA statute in 1998.

Wrote and led the effort to enact state rules to regulate portable fertilizer manufacturing plants that made fertilizer with toxic anhydrous ammonia and super phosphoric acid. This regulation provided information to local governments to support emergency planning and response to these mobile facilities.

**USMC, Intelligence, NBC, Logistics Officer, USMC Southwest Asia Area of Operations NBC Defense Officer, 1987–1997**

Led the USMC 2nd Marine Division HazMat and Emergency Response and planning operations. Responded to numerous ordinance, CBRNE, and environmental events supporting operations in seven countries in three operational theaters. Received advanced NBC warfare training and expert-level training in civilian schools in Aberdeen and Fort Detrick, Maryland, and Bloomington, Indiana.

Planned and executed the largest USMC airlift in U.S. history (at that time) during Operation Desert Shield.

Served as the Camp 15 (Al-Jubyl) NBC defense officer in the Gulf War. Developed what proved to be a prototype for the present day Chemical/Biological Incident Response Force (CBIRF) that could deploy a rapid assessment and decontamination force sufficient to handle the entire Marine force in theater.

Published a NBC operations order and manual for guidance on decontamination of CBRNE agents in theater.

# Joe Touvell

## Building Code Analyst

19 Total Years of Experience

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Worked as the Building Code Official and Floodplain Manager  
for the City of Wheeling

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### Expertise

- Building Codes
- Building Inspections
- Floodplain Management
- Architecture
- Planning
- Property Maintenance Code Compliance

### Certifications & Training

- Certified Floodplain Manager
- Certified Stormwater Manager
- Residential Building inspector
- Commercial Building Inspector
- Construction Document Tech

### Affiliations

- Association of State Floodplain Managers (ASFPM) 2019-present
- WV Floodplain Management Association 2018-present
- International Code Council (ICC) Member
- American Institute of Architecture Associate Member

### Professional Qualifications

Mr. Touvell is a skilled and detail-oriented professional with a solid background in building codes, building inspections, floodplain management, architecture, planning, property maintenance code compliance, quality control and safety conditions, and documenting results.

### Relevant Experience

#### Building Code Official, City of Wheeling, West Virginia, 2018-Present

In charge of Building Inspections Department (7 staff) and running day to day operations.

Perform building inspections for new and remodel of commercial and residential structures.

Explain and interpret code to architects, engineers, contractors, and property owners.

Coordinate and enforce the local Building Code Ordinance and adopted code regulations.

Regular weekly meetings with local Fire Chief and Fire Marshall to review current projects.

Approve and disapprove applications for building permits.

Coordinate with other public inspection departments such utilities and Corp of Engineers.

Responsible for training and maintaining performance evaluations of staff.

Prepare budgets for Building Inspections Department.

Perform evaluation and calculations for determination of substantial improvement projects.

Respond to technical questions from industry, architects, engineers, and general public.

Code Official, Plans Examiner and Building Inspector for new \$34 million Wheeling Hospital – Continuous Care Center.

Code Official, Plans examiner and Building Inspector for new \$32 million Labelle Greene/Woda Group – mixed income residential project (138units).

### **Certified Floodplain Manager, City of Wheeling, West Virginia, 2018-Present**

In charge of Floodplain Management and running day to day operations.

Issue permits for development in community's floodplain and enforce requirements.

Maintain records and documents that keep the community eligible to participate in the FEMA's National Flood Insurance Program (NFIP).

Explain floodplain development requirements to community leaders, citizens, and the general public when requested and enforce the local flood codes adopted in the ordinance.

Maintain community floodplain management files, the Flood Insurance Rate Map (FIRM) files, the City of Wheeling floodplain management program documents, building permits, variances, FEMA map revisions (LOMC's), elevation certificates.

Assist and cooperate with FEMA and State Floodplain Manager representatives during Community Assistance Visits (CAV), Community Rating System (CRS) Program reviews, and other floodplain management program actions for coordination.

Perform evaluation and calculations for determination of substantial improvement projects and enforce the codes related to a substantial improvement project.

### **Plans Examiner, City of Wheeling, West Virginia, 2018-Present**

Reviews and checks all plans for code compliance with local building ordinance, zoning regulations, and contract specifications. Approve plans that are satisfactory – verify alignment, level, and elevation of structures to ensure building meets specifications.

Works with homeowners, builders, architects and engineers in obtaining compliance.

Regular weekly meetings with local Fire Chief and Fire Marshall to review current projects.

Reviews materials and applications permits for all significant structures/developments.

Analyzes blueprints and plans for compliance to all codes; Supervise the work of a small technical staff.

Attends meetings, workshops and reads technical literature to keep current on codes

### **Code Enforcement, City of Wheeling, West Virginia, 2018-Present**

Inspects new buildings, additions to and alterations of existing buildings for compliance with the currently adopted editions of the International Building, International Residential, International Mechanical, International Plumbing, International Fuel Gas, National Electrical and International Energy Conservation Code and write citations if needed.

Evaluates existing buildings for hazardous conditions and initiates abatements procedures per the currently adopted Building Code for the Abatement of Dangerous Buildings when warranted.

Perform a variety of technical duties in support of the City's local code enforcement program; monitors and enforces a variety of applicable ordinances, codes, and regulations related to zoning, land use, nuisance housing, building codes, health and safety, blight, graffiti, water waste, etc.

Conduct field investigations; inspect properties for violations; attempt to make contact at the residence or business in order to resolve violation; issue and post warning notices, notices of violation, corrective notices, orders to comply, and related documentation for code violations; schedule and perform all follow-up functions to gain compliance including letters, inspections, calls, meetings, discussions, and negotiations to ensure compliance.

#### **Building Inventory Coordinator, Preservation Alliance of West Virginia, Wheeling Heritage, 2017-2018**

Prepare an inventory of properties of Downtown Wheeling using GIS Mapping

Engage the community in the property inventory to help identify property owners and prioritize redevelopment opportunities.

Contact property owners to further determine building specifications, occupancy, and the owner's desired outcomes for the property.

Work with property owners and city officials to create a comprehensive directory of available property.

Complete preliminary assessment of building condition.

Identify redevelopment opportunities, prioritizing properties on Main and Market Streets from 10th to 16th streets, and then list them online.

#### **Project Architect, McKinley & Associates, Wheeling, West Virginia, 2005-2008**

Produced conceptual/design development drawings for Fitzsimmons Waterfront property

Managed \$4.1 million Marshall County School – Central Elementary from Schematic Design through Construction Administration

Supervised project meetings with clients, construction manager and consultants

Coordinated project team – MEP/Structural/Technology to produce coordination drawings

Produced construction documents for Wagner Building and YMCA Addition in Elm Grove

#### **Project Architect, Rothschild Doyno Architects, Pittsburgh, Pennsylvania, 2001-2004**

Managed \$4.4 million Mount Lebanon Municipal Building

Produced 100% SD's, DD's, and CD's for 85 sheet set of drawings

Documented existing conditions to direct demolition scope of work via demo floor plans, elevations, floor finishes, and roof plan

Coordinated project team – MEP/Structural/Furniture to produce coordination drawings

Created redline drawings for staff to complete

Managed \$1.5 million Jefferson Hospital MRI Office from Schematic Design through Construction Administration



# Leroy Thompson

Planner/Land use

**34** Total Years of Experience

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Mr. Thompson served as the SHMO for Florida. As an expert in Hazard Mitigation Planning, he oversaw \$1.5B in grant funding during Katrina and Irma.

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## Expertise

- Hazard Mitigation (HM)
- Public Assistance (PA)
- Individual Assistance (IA)

## Education

Urban and Regional Planning | Florida State University

B.S., Urban and Regional Planning | Shaw University

## Certifications & Training

- Hazard Mitigation (HM)
- Public Assistance (PA)
- Individual Assistance (IA)

## Professional Qualifications

Mr. Thompson has 34 years of experience in pre- and post-disaster recovery and mitigation activities, with over 31 years of experience with FEMA's Hazard Mitigation Assistance (HMA) and National Flood Insurance Program (NFIP). He has experience as the Deputy Operations Chief during State Emergency Operations Center Activations and as a Deputy State Coordinating Officer and has integrated pre-and post-disaster funding opportunities to include Community Development Block Grant (CDBG) and the global match concept. He has conducted Applicant Briefings for PA and HMPG and participated in several Unmet Needs Committee Meetings and served on several Long-Term Recovery Planning Teams after Presidential declared disasters. As the State Mitigation Officer for the Florida Division of Emergency Management from 2001-2007, Mr. Thompson directed staff of seven Planning Managers, along with 43 line staff that included Management to include Management Analysts, Environmental Scientists and Grant Managers.

## Relevant Experience

### Senior Mitigation Planner, IEM, New York Department of Homeland Security and Emergency Services, 2017-2019

Provided technical assistance to the State of New York regarding Natural and Man- Made Hazard Mitigation planning efforts.

Facilitated and served as Project Lead in coordinating planning efforts with Federal, State, Regional, and Local agencies as part of the 5-year update to the State of New York's Standard Hazard Mitigation Plan.

Provided technical support to local communities throughout the State of New York with developing and updating local multi-jurisdictional county-wide Hazard Mitigation Plans.

Assisted the State of New York in reviewing local multi-jurisdictional county-wide Hazard Mitigation Plans utilizing the current FEMA Mitigation Plan Review tool.

### **Disaster Program Manager, Witt O'Brien's, Governor's Office of Homeland Security & Emergency Preparedness (GOHSEP) LA, 2007-2017**

Served as Mitigation Project Team Lead and Senior Mitigation Subject Matter Expert for the State of Louisiana in the Administration of over \$1.5 billion in Hazard Mitigation Assistance grant funding as a result of Hurricanes Katrina and Rita.

Trained State Hazard Mitigation Officers and developed training tools for new hires as well as documents to be used as part of state-wide mitigation workshops for local government, state agencies and the general public.

Provided technical assistance and support to Louisiana Governor Office of Homeland Security and Emergency Preparedness (GOHSEP) on all aspects of Hazard Mitigation Assistance Programs and related mitigation planning activities.

Developed and navigated complex statewide mitigation related projects through the federal and state review process.

Provided technical assistance and support to the City of Minot, North Dakota, in implementing nuisance abatement program designed to address many of the properties damaged during 2011 floods and have fallen into disrepair. Utilizing data from this program assisted in the development of documentation and tracking methodology to implement large scale private property acquisition/demolition program.

### **State Hazard Mitigation Officer (SHMO), Florida Division of Emergency Management, 2002-2007**

Directed staff of seven Planning Managers, along with forty-three-line staff that included Management Analysts, Engineers, Environmental Scientists and Grant Managers.

Set policy, and direction for the implementation of Statewide Mitigation Programs, which include the FEMA Hazard Mitigation Assistance Program, Statewide Mitigation Planning Initiative and the state's Residential Construction Mitigation Program.

Developed and implemented strategic plans for the Statewide Mitigation programs. Directed budget of over \$500 million in state and federal mitigation funding. Ensured all mitigation related funding has the appropriate budget authority. Streamlined the mitigation grant management process from applications to final closeout.

Prepared complex reports and developed programs Standard Operating Guidance.

Project Manager for development and implementation of State of Florida first Enhanced Mitigation Plan.

Provided leadership in the implementation of the State/FEMA joint review of Hazard Mitigation Grant Programs project applications.

Implemented creative financing options to meet non-federal match for disaster recovery projects.

Developed and presented numerous educational and training programs on emergency management and related topics at federal, state and local meetings, workshops, and conferences.

### **Hazard Mitigation Planning Manager, Florida Division of Emergency Management, 1999-2002**

Directed staff of five Planners and three OPS Planning Managers. Responsible for maintaining the State Hazard Mitigation Plan and coordinating the delivery of technical assistance to local governments on the development and implementation of Local Mitigation Strategies (Local Hazard Mitigation Plans).

Coordinated and integrated the Hurricane Loss Reduction Program and the Florida Showcase Community/Project Impact Initiative into the State Hazard Mitigation Strategy.

### **Planning Manager/Deputy State NFIP Coordinator, Florida Division of Emergency Management, 1995-1999**

Directed staff of two Community Assistance Consultants and one Engineer. Responsible for assisting the State NFIP Coordinator in the development and delivery of the State's Floodplain Management Program.

Developed and conducted workshops on the NFIP Community Rating System as well as Retrofitting and other flood protection measures.

Coordinated with other Divisions within the Department of Community Affairs to assure floodplain management objectives are integrated in all State planning processing.

Reviewed County Comprehensive Emergency Management Plans and related documents from other State agencies and local governments for compliance with State floodplain management standards.

Served as Adjunct Instructor for the NFIP training course at Federal Emergency Management Institute (EMI).





# Shelby Rushing

## GIS Lead/Data Planner

13 Total Years of Experience

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Mr. Rushing is a distinguished Emergency Management Specialist and GIS Specialist, with over 13 years of experience.

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### Expertise

- Emergency Management
- City Planning
- Project Management

### Education

Master of Geographic Information Systems (MGIS), Pennsylvania State University, 2015

B.A., Mass Communication, Louisiana State University, 2003

### Certifications & Training

- Project Management Professional (PMP)
- Geographic Information Systems Professional (GISP)
- Hazus Practitioner/Hazus Trainer Professional

### Professional Qualifications

Mr. Rushing possess over 13 years of experience as an Emergency Management Specialist and GIS Analyst. During his time at IEM, he has worked on a multitude of projects. He served as the Task Force Lead for an update to the Parish EOP for St. Tammany Parish, Louisiana, where he coordinated a team of researchers and analyst to bring the Parish's EOP into compliance with State within a compressed timeframe and limited budget. He served as Project Manager for a scenario development project with the City and County of San Francisco. Aggregated existing plans, datasets, and other documentation into dynamic GIS layers and applied scientific modeling (including Hazus-MH), simulation, and validation to provide San Francisco with a repeatable, evidence-based, and defensible set of consequence data regarding floods, explosive devices, chemical releases, and cyber-attacks.

### Relevant Experience

#### Emergency Management Specialist and GIS Analyst, IEM, 2006-Present

Currently serving as project manager for a review and update of Emergency Operations Plans (EOPs) for 14 Port Authority of New York and New Jersey facilities; additional tasks include a cross-walk of

existing plans to identify commonalities and the development of an agency-wide All-Hazards EOP and a Corporate Crisis Communications Plan.

Served as Project Manager for a scenario development project with the City and County of San Francisco. Aggregated existing plans, datasets, and other documentation into dynamic GIS layers and applied scientific modeling (including Hazus-MH), simulation, and validation to provide San Francisco

with a repeatable, evidence-based, and defensible set of consequence data regarding floods, explosive devices, chemical releases, and cyber-attacks.

Served as Data Management Lead for Washington DC MWCOG Task Order 23 to identify and analyze the context and intersections of hazards, people, and the built environment to establish a uniform foundation and structure of data on which future emergency planning efforts can be evaluated.

Collected relevant datasets, developed disaster scenarios, and projected consequences to help drive planning and exercises in the District.

Developed disaster scenarios and maps for a Vulnerability Atlas of the Gulf Cooperation Council to help member countries (Saudi Arabia, Kuwait, Bahrain, Oman, UAE, Qatar) enhance their scenario-based planning and regional response capabilities. Conducted GIS analysis using tools including ArcGIS and HAZUS-MH to develop disaster scenarios intended to drive regional planning and resource allocation.

Deployed to New York for 16 months to support HMGP in response to Hurricane Sandy; served as data management, reporting, and GIS team lead for this \$1.45 billion grant, which received 2,466 letters of intent (LOIs) and 1,266 applications; contributed to project design, database management, and staff management.

Coordinated with drone operators to capture video and imagery data of Fayetteville PWC's utility infrastructure in order to develop interactive ArcGIS web mapping application including sewer and electrical rights-of-way, sub-stations, dams, water towers, and water and wastewater treatment plants.

Developed disaster scenarios and provided modelling and analysis for Prince William County, VA.

Worked with a team of analysts to develop scenarios for Extreme Rainfall and Flooding, Armed Assailant/Complex Coordinated Attack, and Passenger Rail Incident and project their consequences in the social, natural, built, economic, and political environments. Analysis included Hazus flood modelling and the creation of relevant maps and data tables. The scenarios and analysis will help drive planning and exercises and will be included in the county's Threat and Hazard Identification and Risk Assessment (THIRA).



# Yongchang "Max" Ma

## GIS Specialist

14 Total Years of Experience

Mr. Ma performs risk assessment analysis of facilities and transportation systems for public agencies.

### Expertise

- Pavement Assessment
- Evacuation Modeling and Simulation
- Transportation Modeling and Simulation
- Risk Assessment
- Traffic Engineering
- Hazardous Material (Hazmat) Commodity Flow Studies
- Software Engineering
- Geographic Information Systems (GIS)

### Educations

Ph.D., Civil Engineering |  
Clemson University, 2008

M.S., Mechanical Engineering |  
Clemson University, 2005

B.S., Thermal Engineering |  
Tsinghua University, 2002

### Certifications & Professional License

Professional Engineer (P.E.),  
License [REDACTED]

### Professional Qualifications

Mr. Ma has more than eight years of experience in emergency planning and management, with particular expertise in risk assessment of pavement conditions and mitigation strategy modeling and simulation. He served as a pavement analyst for multiple airport assessment projects, review airport pavement condition assessment report using the Pavement Classification Number – Aircraft Classification Number method, conduct Pavement Condition Index survey. Mr. Ma served as an analyst for facility data, chemical data, incident data, risk assessments, and commodity flows for multiple regional hazmat studies.

### Technical Qualifications

#### Transportation Engineer, IEM, 2008-Present

#### FEMA Air Operation Plan, Site Assessment

Performs airport pavement condition assessments (review PCN-ACN report and conduct PCI survey). Conducts airport assessment interviews.

Developed software tool for airport pavement assessments.

#### Southeast Pennsylvania Hazardous Material Density Study

Analyzes hazmat transportation and facility incident data.

Conducting a hazmat commodity flow study.

Performs risk assessment analysis of hazmat facility and transportation for five counties in southeast Pennsylvania.

#### North Carolina Regional Hazardous Materials Study

Analyzed more than 10 years of HazMat transportation and facility incident data.

Conducted a HazMat commodity flow study.

#### **Ascension Parish, Louisiana Hazardous Materials Study**

Conducted a facility data analysis and supported the HazMat commodity flow study.

#### **New Castle County, Delaware Hazardous Materials Study**

Conducted facility data analysis and HazMat commodity flow study for New Castle County, Delaware hazardous materials study.

#### **North Carolina Hazardous Materials Risk Assessment Study**

Performed risk assessment analysis of HazMat facility and transportation for nine counties in North Carolina.

#### **Boston Medical Treatment Modeling Study**

Conducted modeling study in selected case study site in Boston metropolitan area on integrated planning of medical treatment and transportation management for dispensing medication or prophylaxis at Points of Dispensing (PODs) following a biological attack or outbreak for a project sponsored by the Department of Health and Human Service (DHHS).

#### **Louisiana Mass Evacuation Transportation Study**

Performed multi-modal transportation simulation study in support of mass evacuation planning led by FEMA and other public agencies in the state of Louisiana.

#### **Dirty Bomb Emergency Response Study**

Performed GIS analysis for FEMA on the consequence and emergency response capability following RDD events in Washington, D.C. and Baltimore, Maryland area.

#### **Nuclear Facility Emergency Evacuation Planning**

Analyzed phone survey data to determine evacuation demand loading characteristics. Geo-coded evacuation routes and geo-analyzed evacuation demand for emergency planning zones (EPZ) of nuclear facilities. Performed a transportation modeling study to estimate evacuation time during radiological emergencies for multiple nuclear facilities using Visum traffic analysis software.

#### **Canadian National Railway (CNR) Expansion Impact Analysis**

Conducted modeling study on impacts of railway traffic on community emergency service near Chicago.

Developed and evaluated the effectiveness of mitigation strategies for CNR.

#### **FEMA/State of Louisiana Multi-Modal Transportation Simulation Study**

Performed multi-modal transportation simulation study in support of mass evacuation planning led by FEMA and other public agencies in the State of Louisiana.

Supported six FEMA regions with bus/motor coach, air, and rail mass evacuation planning.



# Daniel Lusk

## Data Analyst/Statistician

6 Total Years of Experience

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Mr. Lusk possesses over 6 years of experience in Statistical Analysis, and Statistical Programming.

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### Expertise

- Statistical Analysis
- SAS Programming
- Microsoft Access
- Statistical Programming

### Education

M.S., Applied Statistics | Louisiana State University, 2013

B.S., Mathematic | Louisiana State University, 2009

### Professional Qualifications

Mr. Lusk possesses over 6 years of experience in Statistical Analysis, and Statistical Programming. He has performed simulations and analysis on various populations with respect to different types of disasters for the New York City (NYC) Department of Health and Mental Hygiene's (DOHMH) NYC Disaster Risk and Vulnerability Handbook. Mr. Lusk also created an Access database with a user-friendly interface and custom search tool for FEMA for efficiently recording and storing information regarding institutions of higher learning that offer graduate degrees in fields pertaining to emergency management.

### Relevant Experience

#### Statistician, IEM, Arlington VA, 2013-Present

NYC DOHMH's NYC Disaster Risk and Vulnerability Handbook

Performed simulations and analysis on various populations with respect to different types of disasters.

Created new output forms to be more user-friendly in post-simulation use.

Altered the simulations to account for changes in disaster types and parameters used.

#### CSEPP Chemical Release Analysis – Special Facilities Analysis

Simulated the effect of a chemical release at Bluegrass Army Depot in Madison, Kentucky, and how it would affect the Special Facilities in

Madison County, whose only means of protection are shelter-in-place.

Performed a parallel analysis on the same facilities with ad-hoc protective measures implemented, so that emergency managers would have a wider range of possible collective protective action measures.

U.S. Department of Health and Human Services (HHS), Biomedical Advanced Research and Development Authority (BARDA) AVA-Dose Sparing Analysis

Performed analysis on the effects of anthrax on non-human primate data to help establish a survival curve.

Related vaccine data from non-human primates to vaccine data from humans.

Performed analysis based on prior experiments to estimate the efficacy of different dosing regimens in case of a large-scale anthrax attack.

FEMA Higher Education Analysis

Created an Access database for efficiently recording and storing information regarding institutions of higher learning that offer graduate degrees in fields pertaining to emergency management.

Developed a user-friendly interface for data entry and retrieval.

Created a custom search tool that allowed for categorical or full-text search.

FEMA Technical Assistance Text Analytics

Researched and tested various data-mining techniques and software for their implementation into SAMURAI.

Performed statistical analysis on the document database, allowing the stakeholders to better understand the properties of the documents (e.g., sources, dates, from which agencies).

Managed the document database including file infrastructure.

CSEPP MSEL Database

Upgraded MSEL Access databases to be more user-friendly and allow for more functionality. Changed Database structure to allow for more data integrity and a cleaner roll-up process

**SAS Programmer, Novartis Pharmaceuticals, Morristown, NJ 2012**

Created SAS macros to help pool data from multiple datasets into one standardized dataset.

Accounted for different covariate naming and labeling conventions to help make it easier to compare data across multiple studies.

**Team Statistician, Baton Rouge Capitals, Baton Rouge, LA, 2011**

Recorded statistics for the Capitals and visiting teams during the 2011 United Soccer League Premier Development League (PDL) regular season.

Submitted game day statistics and attendance figures to PDL



# Carla Juarez

## Outreach Coordinator

6 Total Years of Experience

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As Outreach Coordinator for a CDBG-DR Program, Ms. Juarez, knows how to effectively reach and engage whole communities.

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### Expertise

- Outreach
- Communications
- Social Media
- Materials Development
- Emergency Management
- Training
- Fluent in Spanish

### Education

B.A., International Affairs & Political Science | Florida State University

### Certifications & Training

- Graduate Certificate in Emergency Management and Homeland Security | Florida State University National Emergency Management Advanced Academy Graduate, Emergency Management Institute

### Professional Qualifications

Ms. Juarez is a dedicated outreach and communications professional, specializing in emergency management and preparedness programs. Ms. Juarez currently leads IEM's outreach initiatives for the CDBG-DR Housing Program, Rebuild Florida. She worked at Florida Division of Emergency Management for four years educating the public through preparedness campaigns, social media, statewide community outreach, design and distribution, internship programs, and summer camps. She engages community partnerships with government, non-profit and faith-based organizations. She is active in the local Red Cross and Junior League and is co-chair of the Florida Emergency Preparedness Association, Higher Education Committee.

### Relevant Experience

#### Outreach Coordinator, IEM, Tallahassee, FL, Present

Leads outreach efforts for the CDBG-DR Rebuild Florida Housing Program.

Develops program brochures, webinars, trainings, etc., to reach those affected by Hurricane Irma in 2018.

#### Private Sector and Academic Liaison, Office of External Affairs, Florida Division of Emergency Management, Tallahassee, FL, 2016 – 2019

Managed Division private sector coordination. Currently serve as Alternate Emergency Coordinating Officer for Emergency Support Function 18 (Business, Industry and Economic Stabilization) within the Florida State Emergency Response Team (SERT).

Managed Division internship program. Recruit, develop and supervise approximately 15-20 interns each semester. To date, thirteen Division interns hired internally during tenure.

Created and manage Division Intern Conference Scholarship program with approximately \$15,000 in funding.

Initiated and manage HERricane Florida summer camp program for girls, ages 13 to 17. Piloting program in Leon County – June 2018.

Supported Division External Affairs and Communications efforts by developing press releases, constructing social media messaging and responding to citizen and media inquiries. Support Division public education and outreach efforts through event staffing, material procurement and distribution. Served within Emergency Support Function 14 (Public Information) for Hurricanes Hermine, Matthew, Irma and Maria.

#### **Disaster Program Specialist, Greater Miami & the Keys American Red Cross, Miami, FL, 2015 - 2016**

Trained and supervised a team of approximately 100 volunteers. Recruited and re-engaged 66 % of Chapter's Disaster Action Team (DAT), promoted eight new DAT leads during tenure.

Developed weekly DAT schedule for Chapter, as well as, managed emergency hotline and dispatching for Broward, Miami-Dade and Monroe counties.

Developed and engaged community partnerships with government, non-profit and faith-based organizations within the South Dade area and Monroe County.

#### **Social Media and Outreach Coordinator, Florida Division of Emergency Management, Tallahassee, FL 2014 – 2015**

Created messaging for and managed Division social media presence. Increased social audience for @FLGetaPlan Twitter handle by 64% and Florida Division of Emergency Management Facebook by 83%.

Promoted Division "FLGetaPlan" and "KidsGetaPlan" preparedness campaigns via public education, statewide community outreach, Division material design and distribution.

Assisted with coordination and execution of 2014 Public-Private Partnership Summit and 2015 Severe Weather Awareness Week Poster and Video PSA Contest.

Served within Emergency Support Function 14 (Public Information).

#### **AmeriCorps, National Preparedness & Response Corps (NPRC), Capital Area American Red Cross, Tallahassee, FL, 2013 – 2014**

Recruited, trained and supervised approximately 25 volunteers and two interns.

Developed a Shelter Survey Team, recruited and managed 19 volunteers, completed 79 shelter surveys across eight county region.

Planned and coordinated inaugural Annual "Martin Luther King Jr. Day of Service" Fire Safety Canvass and Community Event – recruited 119 non-Red Cross volunteers, eight Red Cross team leaders and reached out to 1,246 homes through the fire safety canvass. Spokesperson for WCTV Spotlight interview.

Promoted culture of preparedness via public education and community outreach – reached out to approximately 4,500 community members of the Big Bend during tenure.





# Tim Lagudi

## Project Coordinator

8 Total Years of Experience

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Mr. Lagudi managed over \$2B CDBG-DR funded housing recovery programs for 70,000 applicants

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### Expertise

- Project Management
- Disaster Recovery
- CDBG-DR

### Education

International Marketing | State University of New York, Empire State College, 2013

Advertising and Marketing Communications | Fordham University, 2005-2007

### Professional Qualifications

Mr. Lagudi has more than eight years of experience in project management, data analysis, project reporting, personnel management, and policy and procedure development. Mr. Lagudi has managed over \$2 Billion CDBG-DR funded housing recovery programs for 70,000 combined applicants on behalf of the NY Governor's Office of Storm Recovery and Restore Louisiana Homeowners Assistance Programs.

### Relevant Experience

#### Production Manager, IEM, 2019-Present

Production oversight management for the ReBuild FL Program, serving residents of Florida affected by Hurricane Irma. Upon arrival, overhauled and enhanced production reporting and analytics resulting in a 200-300% increase in Program production across all task areas – including case management, verification of benefits, damage assessments, environmental reviews, and closings.

#### Program Manager, IEM, 2018-2019

Program Manager for CDBG-DR Program RebuildNC to assist qualified low- and moderate-income families and individuals in NC.

#### Homeowners Services Manager, IEM, 2017-2018

Oversight lead for all major Program functions under case management – Environmental Review, Call Center, Case Management, and Verification of Benefits for the CDBG-DR Restore Louisiana Program.

Serves as liaison between case management and construction tasks to assist with cross-program communication and maximize throughput.

Manages cross-functional QA/QC teams tasked with monitoring and advancing throughput of files pending Verification of Benefits and Closing reviews. Created standard operating procedures for both case management and verification of benefits functions.

Managed Restore Louisiana pilot program at commencement of project – assisting 40 homeowners and paying 4 within three weeks of the beginning of the Program.

### **Program Support Services Manager, Lawler Environmental Group, 2016-2017**

Managed cross-functional QA/QC teams tasked with monitoring and advancing throughput of files pending Verification of Benefits and Closing reviews.

Provided top-down analysis of applications corresponding to executive-level escalations – either directly or vis-à-vis constituent inquiries received across all elected officials' offices; served as liaison between executive offices and homeowner from reception of inquiry until comprehensive resolution is achieved.

Initiated process overhauls that resulted in a 300% increase in production for program appeal processing.

Following a request for policy change, developed and instituted proof-of-loss DOB offset review standard operating procedure for ineligible program items that resulted in the reconstitution of \$10M in homeowner awards in less than 90 days.

Developed and operationalized the entire appeals process for the Condo/Coop program.

Monitored program production and data integrity to ensure compliance with program guidelines.

Maintained database administration and data analytics management as job duties outlined for role under previous contract.

### **Program Manager, IEM, 2014-2016**

Administrated IntelliGrants database for over 30,000 applications with a data architecture that compiles more than 50 million aggregate data points; provides trend and cross-table analysis of data as needed internally and by NY GOSR.

Designed and provided periodic and by-request operational metrics and reports to NY GOSR and subcontractors employed with the NY Rising single and multi-family housing recovery programs.

Supervised three team units: reporting and data analytic management, finance (check distribution), and administrative support services; additionally, provided management oversight for title examination team and on-site call center during previous task orders.

Specific to check process and distribution, created and implemented initial and revised standard operating procedures. Since inception, this team has coordinated all distribution-related activities for 28,500 checks delivered to over 12,000 single family homeowners, rental property applicants, and Interim Mortgage Assistance participants totaling \$680 million dollars over the course of the NY Rising Program.

Coordinated across-the-board data control for intake centers and Anti-Fraud Waste Abuse (AFWA), Title, Verification of Benefits, and closeout quality control teams.

Monitored program production and data integrity to ensure compliance with program guidelines.



# Clifton Coles

Editor

**20** Total Years of Experience

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Mr. Coles has edited documents for numerous emergency management planning and risk assessment projects.

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## Expertise

- Document QA
- Editorial Leadership
- Writing and Editing
- Media Relations
- Section 508 Compliance

## Education

M.F.A., Creative Writing |  
Louisiana State University, 1991

B.A., English | Pennsylvania  
State University, 1988

## Accomplishments

- Serves as a Rehabilitation Act of 1973 Section 508-Compliance Subject Matter Expert (SME) for a Federal Emergency Management Agency (FEMA) project.
- Experience editing evacuation plans for the District of Columbia Homeland Security and Emergency Management Agency (DC HSEMA).
- Edited documents for an evacuation and mass care and shelter full-scale exercise (FSE) for Prince George's County, MD.

## Professional Qualifications

Mr. Coles has more than 20 years of professional editing and writing experience. He provides editorial leadership and performs document quality assurance by reviewing and editing incoming and outgoing documentation materials for accuracy, consistency, repeatability, and detail.

## Relevant Experience

### Technical Writer, Editor, IEM, 1998-2000; 2011-Present

Leads IEM's International Homeland Security and Emergency Served as Technical Editor for IEM's support of Emergency Data Exchange Language-Resource Messaging (EDXL-RM) Research and Evaluation for the Regional Logistics Program (RLP).

Served as Technical Editor for IEM's support of the RLP Field Asset Tracking Analysis.

Provided technical edits for the Regional Risk Assessment Report on risk assessments from public health departments in 30 counties within the NY-NJ-CT-PA MSA, and compiles a report used to help prioritize regional risks by identifying the probability of hazard occurrence and severity.

Edited reports, guides and materials for numerous DC projects including: District Law Enforcement ESF 13 Operational Plan, District Terrorism Response Plan, District Terrorism Guide, District Prevention-Protection Plan, District Preparedness System Planning Portal Policy, DC HSEMA Position Guide, District Evacuation Plan, District Mitigation Plan, District Preparedness Framework, Gap Analysis and Needs Assessment Report, HSEMA Risk Vulnerability Survey, Information Collection and

Coordination Center Operational Guidance, District Recovery Plan, District Response Plan, District Preparedness System Community Risk Assessment, and DPS Site User Guide

**Senior Editor, Danya International, Inc., 2006-2011**

Managed editorial production of 10 to 12 newsletters and publications annually for the U.S. Department of Housing and Urban Development (HUD) Office of University Partnerships.

**Technical Writer, Editor, Senior Research Associate, Exceed Corporation, 2005-2006**

Edited, wrote, and conducted research in support of contracts for the Job Corps national office and NIH.

Redesigned the Job Corps' 960-page policy and requirements handbook, addressing font, pagination, and editorial issues and updated online and print versions of the Job Corps' policy and requirements handbook, program management guide, and directory contact information.



# Kelsey Rohwer

## Graphics Support

14 Total Years of Experience

Ms. Rohwer is a Graphic Design professional who possess over 14 years of experience.

### Expertise

- Graphic Design
- Information Design
- Publication Layout / Formatting

### Education

B.F.A., Graphic Design |  
Louisiana State University

### Certifications & Training

- Supported D.C. Homeland Security and Emergency Management Agency (HSEMA), providing graphic support for shelter assessment and mass care plans
- Primary Graphic Designer for IEM's development of the Intermodal Freight Guide for the NY-NJ-CT-PA Regional Catastrophic Planning Team (RCPT)/Regional Logistics Program (RLP); responsible for the overall layout and style formatting; designed the cover montage and the custom graphics produced by IEM

### Professional Qualifications

Ms. Rohwer has 14 years of experience designing, formatting, and producing artwork for inclusion in publications, reports, and other projects. She creates visual representations of complex information to aid understanding, transforming numerous charts, graphs, maps, and concepts into clear, informative graphics. Ms. Rohwer has a strong working knowledge of FEMA's publishing environmental and style standards and Government Printing Office (GPO) printing regulations and processes for submission of camera-ready art in electronic formats.

### Relevant Experience

#### Graphic Designer, IEM, 2005-Present

Designed and laid out the New York City (NYC) Public Health Disaster Handbook for the NYC Department of Health and Mental Hygiene (DOHMH); applied simple and readable style to tables within the document, used color coded sections, and provided shortcut links and clickable maps.

Serves as Primary Graphic Designer for IEM's development of the Intermodal Freight Guide for the NY-NJ-CT-PA RCPT/RLP; responsible for the overall layout and style formatting; designed the cover montage and the custom graphics produced by IEM.

Serves as Lead Graphic Designer for an RLP project to use EDXL-RM to pass messages between incident management systems; provides feedback for graphics improvements.

Serves as Graphic Designer for IEM's support of the RLP Field Asset Tracking Analysis.

Produced visual designs and artwork in support of FEMA Response Planning efforts, including the U.S. Virgin Islands Tsunami/Earthquake Annex, the Region V All-Hazards Plan, and the Oil/Chemical Incident Annex to the Response FIOP.

Designed flyers and PowerPoint templates in support of the North Carolina Hazardous Materials Study for NCEM's Information and Plans Section; the designs emphasized clarity and maintained a unified theme for the project.

Designed and created an evacuation guidance brochure for distribution to troops and civilians on Pelham Range; the brochure included a single-page folded handout with evacuation maps, tables, and general information.

Converts data in the form of flow charts, bar graphs, maps, quotes, and text boxes into clear, informative, and appealing graphics that blends harmoniously with the style and color palette of reports. Modifies maps to maximize the readability of pertinent areas.

Acted as Primary Designer for story-based, interactive Flash training tool for the Maneuver Support Center of Excellence (MSCoE) at Fort Leonard Wood, Missouri; formatted diverse maps, tables, photos, and diagrams to conform to a unified style, and modified the initial multiple-choice question style to incorporate the client's need for more complex question types.

Worked as Primary Flash Developer and Designer for the Flash version of a training website for FEMA's Chemical Stockpile Emergency Preparedness Program (CSEPP).

Created an interactive training environment by combining video of actors, 3D rendered backgrounds, interactive rollover buttons, and standard multiple-choice questions.

Developed storyboards for video shoots and detailed backgrounds for the 3D artist to use as reference; assisted in directing video shoots.

#### **Graphic Design Intern, 2004; Web Design Intern, 2002-2005, Louisiana State University**

Used Macromedia Flash to design and construct the interface for the LSU Graduate School Catalogue.

Created a Flash trivia game for an LSU recruiting CD; made e-greeting cards, wallpapers, short Flash movies, and logos for the LSU website.

Designed the cover and interior images for the Human Resources interview guide.

Designed a brochure and catalog cover for Southern Louisiana Community College.



# Tony Liles

## Process Developer

13 Total Years of Experience

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Mr. Liles assists all IEM CDBG-DR Program Management teams in setting realistic quality and process goals.

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### Expertise

- Quality Assurance and Control
- Corrective and Preventative Action (CAPA)
- Quality and Process Improvement

### Education

M.Ed. in Instruction Design, NC State University, 2009

B.S., Business Administration, Computer Information | Shaw University, 2006

### Certifications & Training

- Root Cause and Risk Assessment, QAI (2016)
- ISO9001:2015 Quality Management Systems (February 2016)
- ISO13485:2016 Internal Auditor, Medical Device (February 2019)
- ISO14001:2015 Lead Auditor, Environmental Management System (\*February 2020)
- ISO45001:2018 Lead Auditor, OSHA (\*March 2020)

### Professional Qualifications

Mr. Liles is an accomplished Quality Assurance and Regulatory professional with 13 years of experience. He is adept at assessing total quality management, manufacturing processes and making recommendations for production continuous improvement. He assists in the development of quality and process procedures to ensure that projects are compliant, have high-quality standards, and meet all customer requirements. Mr. Liles has also developed training to ensure that full-implementation of standards are achieved.

### Relevant Experience

#### Process and Quality Engineer, IEM, 2019-present

#### Texas CDBG Governor's Land Office Housing Assistance Program

Reduced employee quality defects for the CDBG Texas Housing Assistance Program (HAP) by 15% and increased production yields by 25% in four months through process mapping, employee training plans, and quality-performance reporting.

Increased Centralized Verification of Benefits (VOB) applicant file daily reviews from 35 to 50 reviews in < 3 weeks through enhanced managerial oversight and communication.

Streamlined applicant file reviews and sustained quality by implementing a Texas HAP wide review checklist traveler to be used to measure employee training and process effectiveness.

Assists in the development of quality and process procedures to ensure that projects follow applicable quality standards and customer requirements.

Built and manages highly effective reporting / data analytics team to manage production of more than 46,000 homeowner applications through the grant process.

Provides operational resolution for process and efficiency improvements across grant management tasks.

Identifies opportunities for maximizing production through systems testing and business rule development.

Participates in other process improvement efforts such as employing corrective and preventive actions, in process quality audits, change management and technical writing.

Assists CDBG-DR project program management teams in setting realistic applicant file quality and process goals and timetables to measure effectiveness.

Set monthly case management production goals pushing applicant files to program determination (56 – Conroe HAC, 75 – Jasper, 180 – Texas City) to accordance to contractual program completion dates.

Assists in implementing a corporate and integrated Quality Management System (QMS), that complies with ISO9001/14001/45001 standards.

#### **QMS/ISO Consultant, Kodak alaris, Inc. 2019**

Developed process for quality and documentation, and developed training related to the call center ensuring full implementation of this standard is expected from existing and to-be-developed protocols.

Assisted in implementing a QMS, that complies with ISO 13485.

Assisted in the development of a quality assurance manual, policy and procedures that are required to ensure that the company's processes and products following applicable quality standards and requirements.

Participated in other QMS efforts such as CAPA, non-conformances, internal audits, change management, customer audits, etc. and assist in maintaining the documentation.

#### **Quality Systems Manager, Cancer Diagnostics, 2018-2019**

Provided quality leadership to ensure customer, supplier, and quality expectations are met.

Led continuous improvement through regularly scheduled supplier assessments and closed loop 5C/8D Corrective Action process.

Maintained weekly Customer Quality Fulfillment Team (CQFT) communication with customers and other suppliers regarding quality expectations and swift resolution of issues and complaints.

Established & implemented quality practices consistent with operations and customer requirements.





# Miranda Rogers

## Processes and Policy Analyst

8 Total Years of Experience

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Ms. Rogers is an HMA/BCA Expert with over 8 years of experience.

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### Expertise

- Historical Preservation
- Stafford Act
- HMGP
- HMA
- FEMA 320 and 361 Safe Room Guidance
- FEMA Benefit Cost Analysis
- NEMIS System
- OMB Publications
- CDBG

### Education

J.D. University of Nebraska  
College of Law, 2018

### Certifications

- Admitted to practice law in the state of Nebraska – License [REDACTED]

### Professional Qualifications

Ms. Rogers is a HMGP Subject Matter Expert, who has provided grants management on multiple projects totaling over \$1 Billion as well as technical assistance to develop and submit over 2,500 proposed project applications compliant with federal laws and regulations within 4 months in New York. In addition, she has served Nebraska Emergency Management Agency as the Deputy to the State Hazard Mitigation Officer where she assisted in the development of Local All Hazards Mitigation Plans, Multi-Jurisdictional All Hazards Mitigation Plans, and Public Power District Hazard Mitigation Plan Updates as appendices to the Standard State Mitigation Plan.

### Relevant Experience

**Team Lead/Task Force Lead/Benefit Cost Analysis (BCA)/HMGP Deputy Project Manager, IEM, Albany, New York, October 2013-July 2015**

HMGP Subject Matter Expert, providing backup and assistance to grant manager.

Provided grants management on multiple projects totaling over \$1 billion.

Provided technical assistance to develop and submit over 2,500 proposed project applications compliant with federal laws and regulations within 4 months.

Educated team members on program guidance and regulations for application development to ensure ability to provide support to sub-applicants.

Conducted quality assurance reviews to assist New York State Department of Homeland Security and Emergency Services (client) in reviewing selected applications.

Met with federal, state, and local officials regarding various mitigation projects such as acquisitions and flood control management.

Task Force lead managing 44 Benefit Cost Analysts and providing technical guidance.

Responded to all FEMA requests for information in a timely manner on behalf of client.

Maintained database of all approved projects for budgetary and quarterly reporting purposes.

Compiled data and completed a Benefit Costs Analysis (BCA) for proposed and approved projects.

**Deputy to The State Hazard Mitigation Officer, Nebraska Emergency Management Agency, Lincoln Nebraska, October 2011-October 2013**

Assisted in the development of Local All Hazards Mitigation Plans, Multi-Jurisdictional All Hazards Mitigation Plans, and Public Power District Hazard Mitigation Plan Updates as appendices to the Standard State Mitigation Plan.

Worked closely with sub-grantees to develop and prepare HMGP grant applications for submission to FEMA and provided technical assistance in Scope of Work and Budget development, to ensure projects were complete and in conformance and compliance with state and federal law and regulations including but not limited to: the 44 CFR, Unified Hazard Mitigation Guidance, The Stafford Act, and local regulations and codes; and ensure consistency between state and local plans.

Collected data from potential sub-grantees to generate several different types of data bases, including a new grant application database with graphing, and maintained a computer management system for Hazard Mitigation activities, products, and the planning initiative.

Communicated effectively with jurisdictions to gather information and produce desired outcomes.

Researched, collected, and analyzed data to ensure effective communication with state, local, and federal agencies (i.e. State Historic Preservation Officer, Nebraska Game and Parks, U.S. Fish and Wildlife Service, Nebraska Department of Transportation, and U.S. Army Corps of Engineers).

Complied data to perform Benefit Cost Analysis on potential mitigation projects to ensure cost effectiveness.



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

State of West Virginia  
 Request for Proposal  
 10 - Consulting

Proc Folder: 697765

Doc Description: COMMUNITY DEVELOPMENT BLOCK GRANT-MITIGATION

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2020-03-10	2020-03-25 13:30:00	CRFP 0307 DEV2000000001	1

**BID RECEIVING LOCATION**

BID CLERK  
 DEPARTMENT OF ADMINISTRATION  
 PURCHASING DIVISION  
 2019 WASHINGTON ST E  
 CHARLESTON WV 25305  
 US

**VENDOR**

Vendor Name, Address and Telephone Number:

Innovative Emergency Management, Inc. dba IEM  
 2801 Slater Rd, Suite 200  
 Morrisville, NC 27560

Phone: (919) 990-8191

**FOR INFORMATION CONTACT THE BUYER**

Dusty J Smith  
 (304) 558-2063  
 dusty.j.smith@wv.gov

Signature X

FEIN # 72-1045884

DATE March 23, 2020

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

**ADDENDUM ACKNOWLEDGEMENT FORM  
SOLICITATION NO.:**

**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 type="checkbox"/> Addendum No. 2            | <input type="checkbox"/> Addendum No. 7  |
| <input type="checkbox"/> Addendum No. 3            | <input type="checkbox"/> Addendum No. 8  |
| <input 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.

Innovative Emergency Management, Inc.

Company

  
Authorized Signature

March 23, 2020

Date

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

# REQUEST FOR PROPOSAL


## WV Development Office

available until after the contract has been awarded pursuant to West Virginia Code of State Rules §148-1-6.3.d.

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

Innovative Emergency Management, Inc.

\_\_\_\_\_  
(Company)

 Ryan Ausman, Manager of Contracts Administration

\_\_\_\_\_  
(Representative Name, Title)


Phone: 919-237-7464 Fax: 919-237-7468

\_\_\_\_\_  
(Contact Phone/Fax Number)

March 23, 2020


\_\_\_\_\_  
(Date)

**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.

 *Contract Administrator*  
\_\_\_\_\_  
(Name, Title)  
Keith Reynolds, Contract Administrator  
\_\_\_\_\_  
(Printed Name and Title)  
8550 United Plaza Boulevard, Suite 400 Baton Rouge, LA 70809  
\_\_\_\_\_  
(Address)  
Phone: 225.952.8191 x8917 Fax: 225.952.8122  
\_\_\_\_\_  
(Phone Number) / (Fax Number)  
contracts@iem.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.

Innovative Emergency Management, Inc.  
\_\_\_\_\_  
(Company)

  
\_\_\_\_\_  
(Authorized Signature) (Representative Name, Title)  
Ryan Ausman, Manager of Contract Administration  
\_\_\_\_\_  
(Printed Name and Title of Authorized Representative)

March 23, 2020  
\_\_\_\_\_  
(Date)  
Phone: 919-237-7464 Fax: 919-237-7468  
\_\_\_\_\_  
(Phone Number) (Fax Number)

STATE OF WEST VIRGINIA  
Purchasing Division

# PURCHASING AFFIDAVIT

**CONSTRUCTION CONTRACTS:** Under W. Va. Code § 5-22-1(i), the contracting public entity shall not award a construction contract to any bidder that is known to be in default on any monetary obligation owed to the state or a political subdivision of the state, including, but not limited to, obligations related to payroll taxes, property taxes, sales and use taxes, fire service fees, or other fines or fees.

**ALL CONTRACTS:** 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: (1) for construction contracts, the vendor is not in default on any monetary obligation owed to the state or a political subdivision of the state, and (2) for all other contracts, 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: Innovative Emergency Management, Inc.

Authorized Signature: [Signature] Date: March 23, 2020

State of North Carolina

County of Wake, to-wit:

Taken, subscribed, and sworn to before me this 23 day of March, 2020

My Commission Expires June, 2023



NOTARY PUBLIC Kerry Anne Cassidy  
Purchasing Affidavit (Revised 01/19/2018)

# West Virginia Ethics Commission



## Disclosure of Interested Parties to Contracts

Pursuant to *W. Va. Code* § 6D-1-2, a state agency may not enter into a contract, or a series of related contracts, that has/have an actual or estimated value of \$1 million or more until the business entity submits to the contracting state agency a Disclosure of Interested Parties to the applicable contract. In addition, the business entity awarded a contract is obligated to submit a supplemental Disclosure of Interested Parties reflecting any new or differing interested parties to the contract within 30 days following the completion or termination of the applicable contract.

For purposes of complying with these requirements, the following definitions apply:

*"Business entity"* means any entity recognized by law through which business is conducted, including a sole proprietorship, partnership or corporation, but does not include publicly traded companies listed on a national or international stock exchange.

*"Interested party"* or *"Interested parties"* means:

- (1) A business entity performing work or service pursuant to, or in furtherance of, the applicable contract, including specifically sub-contractors;
- (2) the person(s) who have an ownership interest equal to or greater than 25% in the business entity performing work or service pursuant to, or in furtherance of, the applicable contract. (This subdivision does not apply to a publicly traded company); and
- (3) the person or business entity, if any, that served as a compensated broker or intermediary to actively facilitate the applicable contract or negotiated the terms of the applicable contract with the state agency. (This subdivision does not apply to persons or business entities performing legal services related to the negotiation or drafting of the applicable contract.)

*"State agency"* means a board, commission, office, department or other agency in the executive, judicial or legislative branch of state government, including publicly funded institutions of higher education: Provided, that for purposes of *W. Va. Code* § 6D-1-2, the West Virginia Investment Management Board shall not be deemed a state agency nor subject to the requirements of that provision.

The contracting business entity must complete this form and submit it to the contracting state agency prior to contract award and to complete another form within 30 days of contract completion or termination.

*This form was created by the State of West Virginia Ethics Commission, 210 Brooks Street, Suite 300, Charleston, WV 25301-1804. Telephone: (304)558-0664; fax: (304)558-2169; e-mail: [ethics@wv.gov](mailto:ethics@wv.gov); website: [www.ethics.wv.gov](http://www.ethics.wv.gov).*



West Virginia Ethics Commission  
**Disclosure of Interested Parties to Contracts**

(Required by W. Va. Code § 6D-1-2)

Name of Contracting Business Entity: Innovative Emergency Management, Inc. Address: 2801 Slater Rd, Suite 200  
Morrisville, NC 27560

Name of Authorized Agent: Ryan Ausman Address: 2801 Slater Rd, Suite 200  
Morrisville, NC 27560

Contract Number: CRFP DEV200000001 Contract Description: CDBG-MIT

Governmental agency awarding contract: Department of Purchasing

Check here if this is a Supplemental Disclosure

List the Names of Interested Parties to the contract which are known or reasonably anticipated by the contracting business entity for each category below (attach additional pages if necessary):

1. Subcontractors or other entities performing work or service under the Contract

Check here if none, otherwise list entity/individual names below.

2. Any person or entity who owns 25% or more of contracting entity (not applicable to publicly traded entities)

Check here if none, otherwise list entity/individual names below.

Madhu Beriwal, President and CEO

3. Any person or entity that facilitated, or negotiated the terms of, the applicable contract (excluding legal services related to the negotiation or drafting of the applicable contract)

Check here if none, otherwise list entity/individual names below.

Signature: 

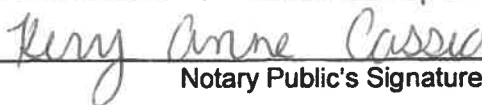
Date Signed: March 23, 2020

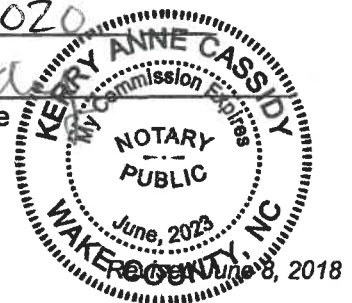
**Notary Verification**

State of North Carolina County of Wake:

I, Ryan Ausman, the authorized agent of the contracting business entity listed above, being duly sworn, acknowledge that the Disclosure herein is being made under oath and under the penalty of perjury.

Taken, sworn to and subscribed before me this 23 day of March, 2020

  
Notary Public's Signature



**To be completed by State Agency:**

Date Received by State Agency: \_\_\_\_\_

Date submitted to Ethics Commission: \_\_\_\_\_

Governmental agency submitting Disclosure: \_\_\_\_\_

**Community Development Block Grant Mitigation (CDBG-MIT)  
Supplemental Appropriations for Disaster Relief Requirements, 2018 (Division B, Subdivision 1 of the  
Bipartisan Budget Act of 2018, P.L. 115-123)**

The proceeding tabs of this Excel workbook provide the checklists for the review of CDBG-MIT Action Plans submitted in response to Supplemental Appropriations for Disaster Relief Requirements, 2018 (Division B, Subdivision 1 of the Bipartisan Budget Act of 2018, P.L. 115-123). Each of the criterion as stated on the checklist is an abbreviated and generalized summary of the more detailed requirements outlined in Federal Register Notices for each criterion. Answers to each question on the checklist must be informed by applying the requirements of each criterion as outlined in the Federal Register Notices to each element of the Action Plan. Use of the checklist does not substitute comparison of the Action Plan submission against the requirements of the Notices and making a determination based on the Standard of Review set forth in 24 CFR 91.500, as augmented by the Notices.

The Management Capacity Checklist is used in the review the Implementation Plan submitted by each grantee. The Implementation Plan specifies that the grantees (and any subrecipient or administering entity ) currently has or will develop and maintain the capacity to carry out disaster recovery activities in a timely manner and in accordance with the requirements of this notice.

The Initial Action Plan Review Checklist is used in the review of each element of an Action Plan submitted in response to the Notices published by the Department for these appropriations of disaster recovery funds. This checklist is to be used for all grantee initial Action Plan submissions.

The AP Certifications Checklist is used to determine that all of the required certifications that are to accompany each Action Plan (or Partial Action Plan) have been included in the Action Plan (or Partial Action Plan). This checklist is to be used for all grantee's initial Action Plan submissions.

## Funding Allocations

	Appropriation	PL 115-123
	FR Date Published	8/30/2019
	Notice #1	
	Grantees	
	State of California	\$88,219,000
	State of Florida	\$633,485,000
	State of Georgia	\$26,961,000
	State of Louisiana	\$1,213,917,000
	State of Missouri	\$41,592,000
	State of North Carolina	\$168,067,000
	State of South Carolina	\$157,590,000
	Columbia (South Carolina)	\$18,585,000
	Lexington County (South Carolina)	\$15,185,000
	Richland County (South Carolina)	\$21,864,000
	State of Texas	\$4,297,189,000
	Houston (Texas)	\$61,884,000
	San Marcos (Texas)	\$24,012,000
	State of West Virginia	\$106,494,000
	Appropriation	PL 115-123
	FR Date Published	8/30/2019
	Notice #2	
	U.S. Virgin Islands	\$774,188,000
	Appropriation	PL 115-123
	FR Date Published	1/27/2020
	Notice #3	
	The Commonwealth of Puerto Rico	\$8,285,284,000
	<b>TOTAL</b>	<b>\$15,934,516,000</b>

## Evaluation of Risk and Management Capacity (CDBG-MIT Grants under Public Law 115-123)

Each grantee receiving a direct allocation in the Notice must submit an Implementation Plan that contains the following information that described the grantee's capacity to carry out the mitigation (all information regarding the Implementation Plan is outlined in 84 FR 45845):

Question	Answer
<b>1. Application Status.</b>	
a. Has the Grantee attached procedures describing how it will inform applicants of their status in the mitigation application process?	
b. Do the procedures indicate the Grantee has methods for communicating the status of applications (i.e. via one of the following: Website, Phone, Case Manager, Letter)?	
c. Does the Grantee have procedures to ensure the accessibility and privacy of individual applicant information?	
d. Does the grantee indicate the frequency of application status updates?	
e. Do the procedures indicate which personnel are responsible for the task?	
<b>2. Capacity. Does the Grantee's Implementation Plan include the following:</b>	
a. Conducted an assessment of its capacity to carry out mitigation efforts?	
b. Timeline with milestones describing when and how the Grantee will address all capacity gaps identified?	
c. How agency staff that administer CDBG-DR and CDBG- MIT funds will work with their counterparts who manage the grantee's FEMA-funded mitigation activities?	
d. If agency that administers its FEMA funds is the same as the entity that administers its CDBG- MIT funds, does the implementation plan indicate how this agency will coordinate its activities with the agency that administers its CDBG-DR grant and will ensure compliance with all generally applicable CDBG requirements?	
e. List of any open CDBG-DR findings and an update on the corrective actions underway to address each finding? (HUD may include additional requirements in the grantee's grant terms and conditions in order to prevent similar findings for this grant.)	
<b>3. Staffing. Has the Grantee's Implementation Plan identified personnel that will be in place for the following functions:</b>	
a. Case management, in proportion to applicant population?	
b. Program managers for housing, economic revitalization, and infrastructure programs?	
c. Staff with documented experience in the timely development and implementation of mitigation programs particularly as it relates to activities in infrastructure, housing, and economic development?	
d. Procurement/ contract management?	
e. Section 3 and FHEO compliance?	
f. Environmental compliance and compliance with applicable requirements?	
g. Monitoring and quality assurance?	
h. Financial management?	
i. Independent audit staff (reporting directly to chief elected official, executive officer, or governing body)?	

<b>4. Internal and Interagency Coordination. Does the Grantee's Implementation Plan describe the following:</b>	
a. How it will ensure effective communication and coordination between State and local departments and divisions involved in the design and implementation of mitigation planning and projects?	
b. How it will ensure communication between departments responsible for developing the HMP and HMGP for applicable jurisdictions?	
c. How it will ensure communication between subrecipients responsible for implementing the grantee's action plan?	
d. How it will ensure communication between local and regional planning departments to ensure consistency and the integration of CDBG-MIT activities with those planning efforts?	
<b>5. Technical Assistance. Does the Grantee's Implementation Plan describe the following:</b>	
a. Procurement of technical assistance for any personnel that the Grantee does not employ at the time of Action Plan submission?	
b. Provision of technical assistance to fill knowledge gaps or technical expertise to ensure timely mitigation?	
<b>6. Accountability. Does the Grantee's Implementation Plan describe the following:</b>	
a. The lead principal agency responsible for the implementation of the CDBG-MIT award?	
b. The head of the lead principal agency will report directly to the chief executive officer of the jurisdiction?	
<b>Has the Grantee met all Requirements?</b>	
If No, describe basis for conclusion:	
Does the Grantee certify as to the accuracy and validity of the responses provided?	
Signature of Official Responsible for CDBG-DR mitigation Implementation:	
Printed Name of Official Responsible for CDBG-DR mitigation Implementation:	

**Community Development Block Grant Mitigation (CDBG-MIT)**  
 Further Additional Supplemental Appropriations for Disaster Relief Requirements Act, 2018 (Division B, Subdivision 1 of the Bipartisan Budget Act of 2018, P.L. 115-123)

**Initial Action Plan Review**

<b>Grantee:</b> The Commonwealth of Puerto Rico	<b>Date Plan Submitted:</b>	
<b>Entity Designated to Administer the Funds:</b>	<b>Date Plan Reviewed:</b>	
<b>Amount of Funds Allocated in Plan:</b>	<b>Submitted on the Due Date outlined in the Federal Register Notice</b>	
<b>Reviewer/Title:</b>		9/4/2020

Criteria:	Yes <i>(provide page # or section as reference)</i>	No <i>(provide justification)</i>	Second Review <i>(provide information and comments for a secondary review)</i>
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**A. Mitigation Needs Assessment and Consultations**

**Does the Mitigation Action Plan identify the proposed use(s) of grantee's allocation, specifically:**

1	Mitigation Needs Assessment			
	Does the Action Plan include a risk-based Mitigation Needs Assessment (MNA) that identifies and analyzes all significant risk and future disaster risks? (84 FR 45840)			
	Did the Grantees use the most recent risk assessment completed or currently being updated through the FEMA HMP process to inform the use of CDBG-MIT funds? (84 FR 45840)			
	(a) At minimum, does the grantee address the risks included in its jurisdiction's HMP?			
	(b) If a jurisdiction is currently updating an expired HMP, did the grantee administering the CDBG-MIT funds consult with the agency administering the HMP update to identify the risks that will be included in the Mitigation Needs Assessment? (84 FR 45840)			
	Does the Action Plan describe the impacts of the use of CDBG-MIT funds geographical by type at the lowest level practicable (e.g., county level, zip code, or lower if available)? (84 FR 45846)			
	Does the grantee cite data sources throughout the Action Plan? (84 FR 45847)			
	Does the grantee identify how the proposed projects will effectively address risks to indispensable services that enable continuous operations of critical business and government functions and are critical to human health and safety or economic security (i.e. the community lifelines)? (84 FR 45847)			
	Has the grantee incorporated some quantitative assessments to demonstrate the significant potential impacts and risks of hazards affecting the seven critical service areas or community lifelines? (Safety and Security, Communications, Food/Water/Sheltering, Transportation, Health and Medical, Hazardous Material (Management) and Energy (Power and Fuel))? (84 FR 45847)			

2	Coordination and Citizen Participation	Does the grantee document how they have met the required number of public hearings, as defined in 84 FR 45838?			
		In preparation of the MNA, did the grantee consult with other jurisdictions; the private sector; and other government agencies, including State and local emergency management agencies that have primary responsibility for the administration of FEMA mitigation funds, including the State Mitigation Officer (SHMO) for HMGP alignment? (84 FR 45840)			
		Does the grantee describe the actions that they have taken to align their planned CDBG-MIT activities with other federal, state, and local mitigation projects and planning processes? Including coordinating and aligning with other mitigation projects funded by FEMA, the U.S. Army Corps of Engineers (USACE), the U.S. Forest Service, and other agencies as appropriate? (84 FR 45840)			
		Does the grantee describe how it plans to promote local and regional long-term planning and implementation informed by its MNA? (84 FR 45847) including a-c below:			
		a.) through the development and enforcement of building codes and standards (such as wildland urban interface; and flood and all hazards, including ASCE-24 and ASCE-7, as may be applicable), vertical flood elevation protection, and revised land use and zoning policies			
		b.) coordinate with other planning efforts by local and regional entities to ensure alignment of CDBG-MIT activities with those plans;			
		c.) support actions to promote an increase in hazard insurance coverage.			
		If the grantee is pursuing flood mitigation efforts: Did it consider high wind and continued sea level rise and ensure responsible floodplain and wetland management based on the history of flood mitigation efforts and the frequency and intensity of precipitation events? (84 FR 45847)			
		If the grantee is pursuing wildfire mitigation efforts: Did it consider land-use plans that address density and quantity of development, as well as emergency access, landscaping, and water supply considerations? (84 FR 45847)			
		If the grantee is pursuing tornado mitigation efforts: Did it consider promoting the construction and use of safe rooms and require or encourage wind engineering measures and construction techniques into building codes? (84 FR 45847)			
		Does the Action Plan describe how the grantee's activities will affect members of protected classes under fair housing and civil rights laws, racially and ethnically concentrated areas, as well as concentrated areas of poverty, and will promote more resilient affordable housing and fair housing choice, and will respond to natural hazard related impacts? (84 FR 45847)			
		Does the grantee describe how the proposed mitigation programs or projects will (a) advance long-term resilience, (b) align with other planned capital improvements, and (c) promote community-level and regional planning for current and future disaster recovery efforts and additional mitigation investments? (84 FR 45847)			
		Does the grantee describe how it will leverage CDBG-MIT funds with other funding provided through public-private partnerships and by other federal, state, local, private and nonprofit sources to generate more effective and comprehensive mitigation outcomes? (84 FR 45848)			
		Does the grantee document the following:			
		(a) Did the grantee provide at least 45 days for citizen comment and ongoing citizen access to information about the use of grant funds? (84 FR 45852)			
		(b) Did the manner of publication including prominent posting on the grantee's official website (with topic of disaster mitigation navigable from the homepage of the grantee or relevant agency) and afford citizens, affected local governments and other interested parties a reasonable opportunity to examine the Plan and provide comments? (84 FR 45852)			
(c) Was the Plan available in a form accessible to all, including persons with disabilities and non-English-speaking persons? (State which disabilities and which languages.) (84 FR 45852)					

B. Projects and Activities					
For grantees, the action plan shall describe the method of distribution of funds and/or descriptions of specific programs or activities the grantee will carry out directly.					
3	Projects and Activities	Does the Action Plan describe that the grantee will ensure that all CDBG-MIT activities must (84 FR 45840) :			
		(1) Meet the definition of mitigation activities;			
		(2) Address the current and future risks as identified in the grantee's Mitigation Needs Assessment of most impacted and distressed areas;			
		(3) CDBG-eligible activities under title I of the Housing and Community Development Act of 1974 (HCDA) or otherwise eligible pursuant to a waiver or alternative requirement; and			
4	Basis for Allocations	(4) Meet a national objective, including additional criteria for mitigation activities and Covered Projects?			
		Does each grantee describe in its action plan how it will prioritize programs and projects that will protect LMI persons in order to meet the overall benefit requirement? (84 FR 45847)			
		Does the Action Plan provide a substantive basis for the activities proposed? Does the grantee identify how the programs proposed mitigate specific current and future risks identified in the MNA? (84 FR 45840) (84 FR 45847)			
		Does the Plan include a chart or table that illustrates, at the most practical level, how all funds are budgeted (e.g., by program, subrecipient, grantee-administered activity, or other category)? (84 FR 45850)			
5	Budget	Do the amounts for all the activities in the Plan add correctly? Are the combined activities equal to or less than the total CDBG-MIT amount available? Are the amounts consistent throughout the plan?			
		Has the grantee requested to add other areas to HUD-identified MID? If so:			
		(a) Does the request include a data-driven analysis that illustrates the basis for designating the additional area as most impacted and distressed as a result of the qualifying disaster?			
		(b) Has the grantee amended its HUD-identified MID area for its corresponding 2015, 2016, or 2017 CDBG-DR grant?			
		At least 50 percent of the funds provided under the Notice must mitigate risks within the "most impacted and distressed" counties identified in Table 1 of the Notice. (84 FR 45841)			
		Has the grantee requested to add other areas to HUD-identified MID? If so:			
6	Flood Mitigation Efforts	(a) Does the request include a data-driven analysis that illustrates the basis for designating the additional area as most impacted and distressed as a result of the qualifying disaster?			
		(b) Has the grantee amended its HUD-identified MID area for its corresponding 2015, 2016, or 2017 CDBG-DR grant?			
		Does the budget allocate not less than 50% (the total award minus any funds budgeted for administration and planning) of the aggregate of CDBG-MIT program funds be used to support activities benefitting low- and moderate-income persons (overall benefit requirement)? (84 FR 45856)			
		If the grantee is pursuing flood mitigation efforts: Did it consider high wind and continued sea level rise and ensure responsible floodplain and wetland management based on the history of flood mitigation efforts and the frequency and intensity of precipitation events? (84 FR 45847)			
7	Wildfire Mitigation Efforts	If the grantee is pursuing wildfire mitigation efforts: Did it consider land-use plans that address density and quantity of development, as well as emergency access, landscaping, and water supply considerations? (84 FR 45847)			
8	Tornado Mitigation Efforts	If the grantee is pursuing tornado mitigation efforts: Did it consider promoting the construction and use of safe rooms and require or encourage wind engineering measures and construction techniques into building codes? (84 FR 45847)			



C. State Only- Method of Distribution Requirements					
<i>Note: This section is not applicable for non-state grantees</i>					
9	For funds awarded to a State (MOD or Programs/Activities)	Does the Action Plan describe the method of distribution of funds to local governments and/or descriptions of specific programs or activities the state will carry out directly? (84 FR 45849)			
		For each program or activity carried out by the state (84 FR 45849):			
		(a) Are threshold factors and grant size limits applied?			
		(b) Are the projected uses of the CDBG-MIT funds, by responsible organization, activity, and geographic area included?			
		(c) Demonstrate how the projected use will meet CDBG eligibility criteria and associated national objective(s), including additional criteria?			
		(d) When subgranted to local governments or Indian tribes, is the criteria and relative importance of each criterion to distribute the funds provided?			
		(e) Is the criteria and relative importance of each criterion when selecting applications for funding included within the plan?			
<b>D. Infrastructure Activities Only</b>					
10	Covered Projects (Only applicable if the grantee is funding infrastructure projects)	Do any proposed projects meet the following definition of a "Covered Project": <i>if yes, please continue to the Covered Projects tab.</i>			
		An infrastructure project having a total project cost of a \$100 million or more with at least \$50 million of CDBG funds (regardless of source (CDBG-DR, CDBG National Disaster Resilience (NDR), CDBG Mitigation, or CDBG)) (84 FR 45850) For grantees that are considered by HUD to be high-risk, including the U.S. Virgin Islands, a Covered Project will be defined as an infrastructure project having a total project cost of \$50 million or more, with at least \$25 million of CDBG-MIT funds. (84 FR 45850 and 84 FR 47530)			
<b>E. General Action Plan Requirements</b>					
11	Application Status	Does the Grantee provide multiple methods of communication, such as websites, toll-free numbers, or other means that provide applicants with timely information to determine the status of their application? (84 FR 45853)			
12	Substantial Amendment	Does the Action Plan define what constitutes as a substantial amendment to the Plan? (84 FR 45850)			
		At minimum does the Action Plan include the addition of a CDBG-MIT Covered Project, change in program benefit or eligibility criteria, the addition or deletion of an activity, or the allocation or reallocation of a monetary threshold specified by the grantee as a substantial amendment? (84 FR 45850)			
13	Promote housing for vulnerable populations	Does the grantee's programs or project increase the resiliency of housing? If so, has the grantee described the following:			
		How the programs or projects increase the resiliency for housing that serves vulnerable populations, including transitional housing, permanent supportive housing, permanent housing serving individuals and families that are homeless and at-risk of homelessness and public housing developments? (84 FR 45847)			
14	Minimize or Address Displacement	How the grantee plans to minimize displacement of persons or entities and to assist any persons or entities displaced through its mitigation activities (except for mitigation through voluntary buyout activities that are designed to move households out of harm's way)? (84 FR 45848)			
15	Maximum Assistance and Cost Reasonable Assessment	Does the Action Plan include a description of the maximum amount of assistance available to a beneficiary under each of the grantee's mitigation programs? (84 FR 45848)			
		(a) Does the Action plan describe the process the grantee will use to make exceptions to the maximum award amounts? (84 FR 45848)			
16	Elevation Standards	Does the grantee indicate that it will apply the elevation standards for new construction, repair of substantially damaged structures, or substantial improvements to residential structures in flood hazard areas, such that the lowest floor is at least 2 feet above the 1 percent annual floodplain elevation (or ABFE +2)? (84 FR 45864)			
		If not, did the grantee choose to adopt the design flood elevation standards of ASCE-24 if it results in an elevation higher than two feet above base flood elevation? (84 FR 45864)			

17	Construction Standards	Does the Action Plan describe how the grantee will (84 FR 45838):			
		(a) Reduce the risk of loss of life and property from future disasters and yield community development benefits? (84 FR 45839)			
		(b) Emphasize quality, durability, energy efficiency, sustainability, and mold resistance, as applicable? (84 FR 45848)			
		(b) consider application of Green Building Standards? (84 FR 45848)			
		(c) adhere to the advanced elevation requirements? (84 FR 45848)			
		(d) support adoption and enforcement of modern and/or resilient building codes and mitigation of hazard risk, including possible sea level rise, high winds, storm surge, and flooding? (84 FR 45848-45849)			
18	National Objective	(e) Encouraged to meet the Green Building Standard for the following activities:			
		(i) all new construction of residential buildings and (ii) all replacement of substantially damaged residential buildings? Meaning the grantee will require that all new construction or replacement of substantially damaged residential buildings will meet an industry-recognized standard that has achieved certification under at least one of the programs listed in paragraph V.B.1 (84 FR 45863)			
		(ii) comply, to the extent applicable, with guidelines specified in the HUD CPD Green Building Retrofit Checklist. (84 FR 45863-45864)			
		Do all proposed activities meet a national objective? <i>Note: If the grantee has a Covered Project, please fill out the National Objective section in the "Covered Projects tab".</i>			
18	National Objective	If the grantee selects the slum and blight national objective, did the grantee receive approval from HUD? (84 FR 45857)			
		For each activity that uses the Urgent Need Mitigation national objective, does the grantee reference the current and future risks as identified in the grantee's Mitigation Needs Assessment of most impacted and distressed areas? Are the impacts in the needs assessment? (84 FR 45857)			
		For each activity that uses the Urgent Need Mitigation national objective, does the grantee demonstrate how it will result in a measurable and verifiable reduction in the risk of loss of life and property? (84 FR 45857)			
19	Operations and Maintenance	Has the grantee planned for the long-term operation and maintenance of infrastructure and public facility projects? Including a description of how it will fund long-term operation and maintenance for CDBG-MIT projects? (Funding options might include State or local resources, borrowing authority or retargeting of existing financial resources) (84 FR 45848)			
		If operations and maintenance plans are reliant on any proposed changes to existing taxation policies or tax collection practices, did the grantee expressly include those changes and relevant milestones in the action plan?			
		Additionally, did the grantee describe any State or local resources that have been identified for the operation and maintenance costs of projects assisted with CDBG-MIT funds?			

F:		Grant Management			
20	Cost Verification	Does the Action Plan describe the grantee's controls for assuring that construction costs are reasonable and consistent with market costs at the time and place of construction? (84 FR 45848)			
		Does the description, at minimum, address controls for CDBG-MIT infrastructure projects above a certain total project cost threshold identified by the grantee and for Covered Projects as defined for CDBG-MIT funds? (84 FR 45848)			
21	Timely Expenditures	Does the grantee indicate how the grantee will: (84 FR 45845)			
		(a) Track monthly expenditures?			
		(b) Monitor expenditures of its subrecipients?			
		(c) Account for and manage program income?			
		(d) Reprogram funds in a timely manner for activities that are stalled?			
		(e) Project expenditures of all CDBG-MIT funds?			
		(f) Ensure that contracts and bills that require payment will be timely paid?			
22	Projections for Expenditures and Performance Outcomes	Did the Grantee submit its projection of expenditures and outcomes that shows how the grantee will expend 50 percent of its funds within six years and 100 percent of its allocation within twelve years of HUD's execution of the grant agreement ? (84 FR 45862)			
		Does the grantee list expenditures for eligible mitigation activities outside of the HUD or Grantee-identified areas?			
		If so, does the grantee demonstrate how the expended funds will measurably mitigate risks identified within the HUD-identified or grantee-identified MID area?			
23	CDBG-MIT Certifications	Does the Plan include the required CDBG-MIT certifications? Are the certifications signed by the Chief Executive Officer? (Please see the certifications tab.) (84 FR 45846)			
24	SF-424	Does the Plan include a completed and executed Federal form SF-424? Is the SF-424 signed by the correct grantee official? (84 FR 45843)			
G:		Conclusion			
25	Complete and Compliant	Based on the reviewer's responses to the above questions, is the Action Plan complete and in compliance with the Federal Register Notice and Public Law 115-123?			
26	Approved	Is the Plan approved?			
27	Reason(s) for Resubmittal	If the Plan needs to be re-submitted, please indicate the reasons.			
<p><i>This checklist is part of the administrative record of the Department's review of a disaster recovery Action Plan submitted pursuant Further Additional Supplemental Appropriations for Disaster Relief Requirements Act, 2018 (Division B, Subdivision 1 of the Bipartisan Budget Act of 2018), approved February 9, 2018 (Pub. L. 115-123) and the Federal Register Notices published August 30, 2019 (84 FR 45838), September 10, 2019 (84 FR 47528), January 27, 2020 (85 FR 4676). In using the checklist, reviewers are reminded that each of the criterion as stated on the checklist is necessarily an abbreviated and generalized summary of the more detailed requirements outlined in the Federal Register Notice for each criterion. Reviewer answers to each question on the checklist must be informed by applying the requirements of each criterion as outlined in the Federal Register Notice to each element of the Action Plan. Use of the checklist does not substitute comparison of the Action Plan submission against the requirements of the applicable Notices and making a determination based on the Standard of Review set forth in 24 CFR 91.500, as augmented by the applicable Notices.</i></p>					

A. Covered Projects Activities Only		Yes <i>(provide page # or section as reference)</i>	No <i>(provide justification)</i>	Second Review <i>(provide information and comments for a secondary review)</i>
1 Covered Projects (Only applicable if the grantee is funding infrastructure projects that meet the CP definition)	Do any proposed projects meet the definition of a "Covered Project" as defined in 84 FR 45850 and 84 FR 47530 or 85 FR 4676?			
	Does the grantee provide a description of the Covered Project and how it meets the definition of a mitigation activity, including: Total project cost (including the CDBG-MIT grant as well as other federal resources for the project, such as funding provided by the Department of Transportation or FEMA); and CDBG eligibility under the HCDA or a waiver and alternative requirement (i.e., a citation to the paragraph in section 105 of the HCDA, applicable Federal Register notice, or a CDBG regulation)? (84 FR 45851)			
	Does the grantee describe how the project will reflect changing environmental conditions with risk management tools and alter funding sources (if necessary)? (84 FR 45851)			
2 National Objective Criteria for MIT activities	Does the grantee demonstrate consistency with other mitigation activities in the MID area? (To be consistent, the CDBG-MIT activity must not increase the risk of loss of life or property in a way that undermines the benefits from other uses of CDBG-MIT funds in the MID.) (84 FR 45857)			
	Does each grantee include a plan for long-term operation and maintenance of infrastructure operations and public facility projects funded with CDBG-MIT funds? (84 FR 45848)			
	If operations and maintenance plans are reliant on any proposed changed to existing taxation policies or tax collection practices, does grantee include relevant milestones? (84 FR 45848)			
3 Additional National Objective Criteria for Covered Projects	Do all Covered Projects in the grantee's Action Plan meet the following additional criteria (84 FR 45851):			
	(a) Demonstrated long-term efficacy and sustainability by documenting measurable outcomes or reduction in risk of the project? (84 FR 45851) Including 1-3 below:			
	(a)(1) how the grantee plans to monitor and evaluate the efficacy and sustainability of the Covered Project?			
	(a)(2) how it will maintain documentation for the measurable outcomes or reduction in risk?			
	(a)(3) How the project will reflect changing environmental conditions with risk management tools and alter funding sources (if necessary)?			
	(b) Demonstration that the benefits of the Covered Project outweigh the costs? (84 FR 45851)			
	(b)(1) Does the grantee demonstrate benefit to the MID areas through a Benefit Cost Analysis that is equal to or greater than 1?			
	(b)(2) Does the action plan or substantial amendment include a description of the methodology and the results of the BCA?			
	(b)(3) Does the BCA methodology account for economic development, community development and other social/community benefits or costs?			
	(b)(4) Does the grantee confirm that the CDBG-MIT Covered Project is substantially the same as the project analyzed in the other agency's BCA?			
(b)(5) If the BCA is less than 1 does the grantee include a qualitative description of benefits? ( This qualitative description may include a description of how the Covered Project will provide benefits such as enhancing a community's economic development potential, improving public health and or expanding recreational opportunities.)				
(b)(6) Does the grantee indicate if another Federal agency has rejected a BCA for the Covered Project?				
(b)(7) Did the grantee choose to use a non-FEMA BCA methodology, and identify a different methodology used? If so, the grantee may choose this methodology only when: (i) a BCA has already been completed or is in progress pursuant to BCA guidelines issued by other Federal agencies such as the Army Corps or the Department of Transportation, (ii) it addresses a non-correctable flaw in the FEMA-approved BCA methodology, or (iii) it proposes a new approach that is unavailable using the FEMA BCA Toolkit.				

**Required Certifications**

<b>Certifications Checklist</b> <b>CDBG-MIT Grants under Public Laws 115-123</b>	
Each State or UGLG receiving a direct allocation in the Notice must make the following certifications (all information about the Action Plan certifications can be found at 84 FR 45869):	Certification included with Action Plan?
a. The grantee certifies that it has in effect and is following a residential anti-displacement and relocation assistance plan in connection with any activity assisted with funding under the CDBG program.	
b. The grantee certifies its compliance with restrictions on lobbying required by 24 CFR part 87, together with disclosure forms, if required by part 87.	
c. The grantee certifies that the Action Plan is authorized under State and local law (as applicable) and that the grantee, and any entity or entities designated by the grantee, possess(es) the legal authority to carry out the program for which it is seeking funding, in accordance with applicable HUD regulations and this Notice. The grantee certifies that activities to be administered with funds under this Notice are consistent with its Action Plan.	
d. The grantee certifies that it will comply with the acquisition and relocation requirements of the URA, as amended, and implementing regulations at 49 CFR part 24, except where waivers or alternative requirements are provided for in this Notice.	
e. The grantee certifies that it will comply with section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u), and implementing regulations at 24 CFR part 135.	
f. The grantee certifies that it is following a detailed citizen participation plan that satisfies the requirements of 24 CFR 91.105 or 91.115, as applicable (except as provided for in notices providing waivers and alternative requirements for this grant). Also, each local government receiving assistance from a State grantee must follow a detailed citizen participation plan that satisfies the requirements of 24 CFR 570.486 (except as provided for in notices providing waivers and alternative requirements for this grant).	
g. The grantee certifies that it has consulted with affected local governments in counties designated in covered major disaster declarations in the non-entitlement, entitlement, and tribal areas of the State in determining the uses of funds, including method of distribution of funding, or activities carried out directly by the State.	
h. The grantee certifies that it is complying with each of the following criteria:	
(1) Funds will be used solely for necessary expenses related to disaster relief, long-term mitigation, restoration of infrastructure and housing, and economic revitalization in the most impacted and distressed areas for which the President declared a major disaster in 2017 pursuant to the Robert T. Stafford Disaster Relief and emergency Assistance Act of 1974 (42 U.S.C. 5121 et seq.).	
(2) With respect to activities expected to be assisted with CDBG-DR funds, the Action Plan has been developed so as to give the maximum feasible priority to activities that will benefit low- and moderate-income families.	
(3) The aggregate use of CDBG-DR funds shall principally benefit low- and moderate-income families in a manner that ensures that at least 70 percent of the grant amount is expended for activities that benefit such persons.	
(4) The grantee will not attempt to recover any capital costs of public improvements assisted with CDBG-DR grant funds, by assessing any amount against properties owned and occupied by persons of low- and moderate-income, including any fee charged or assessment made as a condition of obtaining access to such public improvements, unless: (a) disaster mitigation grant funds are used to pay the proportion of such fee or assessment that relates to the capital costs of such public improvements that are financed from revenue sources other than under this title; or (b) for purposes of assessing any amount against properties owned and occupied by persons of moderate income, the grantee certifies to the Secretary that it lacks sufficient CDBG funds (in any form) to comply with the requirements of clause (a).	

**Required Certifications**

i. The grantee certifies that it grant will conduct and carry out the grant in conformity with title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d) and the Fair Housing Act (42 U.S.C. 3601–3619) and implementing regulations, and that it will affirmatively further fair housing.	
j. The grantee certifies that it has adopted and is enforcing the following policies. In addition, States receiving a direct award must certify that they will require UGLGs that receive grant funds to certify that they have adopted and are enforcing: (1) A policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in nonviolent civil rights demonstrations; and (2) A policy of enforcing applicable State and local laws against physically barring entrance to or exit from a facility or location that is the subject of such nonviolent civil rights demonstrations within its jurisdiction.	
k. The grantee certifies that it (and any subrecipient or administering entity ) currently has or will develop and maintain the capacity to carry out disaster mitigation activities in a timely manner and that the grantee has reviewed the requirements of this notice. The grantee certifies to the accuracy of its Public Law 115-56 Financial Management and Grant Compliance certification checklist, or other recent certification submission, if approved by HUD, and related supporting documentation referenced at A.1.a under Section VI and its Implementation Plan and Capacity Assessment and related submission to HUD referenced at A.1.b under Section VI.	
l. The grantee certifies that it considered the following resources in the preparation of its action plan, as appropriate: FEMA Local Mitigation Planning Handbook: <a href="https://www.fema.gov/media-library-data/20130726-1910-25045-9160/fema_local_mitigation_handbook.pdf">https://www.fema.gov/media-library-data/20130726-1910-25045-9160/fema_local_mitigation_handbook.pdf</a> ; DHS Office of Infrastructure Protection: <a href="https://www.dhs.gov/sites/default/files/publications/ip-fact-sheet-508.pdf">https://www.dhs.gov/sites/default/files/publications/ip-fact-sheet-508.pdf</a> ; National Association of Counties, Improving Lifelines (2014): <a href="https://www.naco.org/sites/default/files/documents/NACo_ResilientCounties_Lifelines_Nov2014.pdf">https://www.naco.org/sites/default/files/documents/NACo_ResilientCounties_Lifelines_Nov2014.pdf</a> ; the National Interagency Coordination Center (NICC) for coordinating the mobilization of resources for wildland fire: <a href="https://www.nifc.gov/nicc/">https://www.nifc.gov/nicc/</a> ; the U.S. Forest Service’s resources around wildland fire ( <a href="https://www.fs.fed.us/managing-land/fire/">https://www.fs.fed.us/managing-land/fire/</a> ); and HUD’s CPD Mapping tool: <a href="https://egis.hud.gov/cpdmaps/">https://egis.hud.gov/cpdmaps/</a> .	
m. The grantee will not use grant funds for any activity in an area identified as flood prone for land use or hazard mitigation planning purposes by the State, local, or tribal government or delineated as a special flood hazard area (or 100-year floodplain) in FEMA’s most recent flood advisory maps, unless it also ensures that the action is designed or modified to minimize harm to or within the floodplain, in accordance with Executive Order 11988 and 24 CFR part 55. The relevant data source for this provision is the State, local and tribal government land use regulations and hazard mitigation plan and the latest issued FEMA data or guidance, which includes advisory data (such as Advisory Base Flood Elevations) or preliminary and final Flood Insurance Rate Maps.	
n. The grantee certifies that its activities concerning lead-based paint will comply with the requirements of 24 CFR part 35, subparts A, B, J, K, and R.	
o. The grantee certifies that it will comply with environmental requirements at 24 CFR Part 58.	
p. The grantee certifies that it will comply with applicable laws.	
<i>Warning: Any person who knowingly makes a false claim or statement to HUD may be subject to civil or criminal penalties under 18 U.S. C. 287, 1001 and 31 U. S. C. 3729.</i>	
<b><i>This checklist is part of the administrative record of the Department’s review of a disaster recovery Action Plan submitted pursuant Further Additional Supplemental Appropriations for Disaster Relief Requirements Act, 2018 (Division B, Subdivision 1 of the Bipartisan Budget Act of 2018), approved February 9, 2018 (Pub. L. 115–123) and the Federal Register Notices published August 30, 2019 (84 FR 45838), September 10, 2019 (84 FR 47528), January 27, 2020 (85 FR 4676). In using the checklist, reviewers are reminded that each of the criterion as stated on the checklist is necessarily an abbreviated and generalized summary of the more detailed requirements outlined in the Federal Register Notice for each criterion. Reviewer answers to each question on the checklist must be informed by applying the requirements of each criterion as outlined in the Federal Register Notice to each element of the Action Plan. Use of the checklist does not substitute comparison of the Action Plan submission against the requirements of the applicable Notices and making a determination based on the Standard of Review set forth in 24 CFR 91.500, as augmented by the applicable Notices.</i></b>	