

# Community Development Block Grant – Mitigation

State of West Virginia

Solicitation No. CRFP DEV2000000001

Due March 25, 2020 at 12:30 pm EST

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# Response Reference to Solicitation No. CRFP DEV2000000001 Community Development Block Grant-Mitigation

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Hagerty Consulting, Inc. (Hagerty) is pleased to offer the State of West Virginia (the State) and the West Virginia Development Office (WVDO) our bid to provide Community Development Block Grant – Mitigation (CDBG-MIT) support services. As this first-of-its-kind program is rolled out, the State has the opportunity to design a program which implements projects which reduce the future impacts of disasters in a measured and meaningful manner. Hagerty has designed a solution to meet the needs of WVDO in creating a program that will use the CDBG-MIT funds to their greatest value and offers the points below as to why we feel we are the most qualified team to serve as the Program Manager.

- 1. Unparalleled CDBG-MIT Program Knowledge** – Hagerty’s Senior Advisor for Community Recovery, Mr. Stan Gimont, is the nation’s expert in the CDBG-MIT program. Having designed this program while at the US Department of Housing and Urban Development (HUD), Hagerty offers WVDO access to Stan whenever needed as this program evolves. Having that access enables WVDO to vet strategy, policy and other implementation needs with Stan before approaching HUD to test the art of possible. No other team can offer WVDO this level of HUD expertise and knowledge, as Stan has served HUD for over 30 years, including leading the CDBG and CDBG-Disaster Recovery (DR) programs while working with the State on the 2016 flooding disaster.
- 2. True Understanding of Community Lifelines** – Hagerty’s Executive Chairman, Brock Long, implemented the Community Lifeline framework while serving as the Federal Emergency Management Agency (FEMA) Administrator. With HUD’s Federal Register Notice linking CDBG-MIT funds to Community Lifelines as a means to provide a framework for risk reduction and programmatic spending, WVDO will have direct access to the nation’s subject matter expert in Community Lifelines versus the alternative of solely relying on available training and doctrine published by FEMA. As with Stan, Hagerty offers WVDO untethered access to Brock through this engagement, an offer that no other firm in the country can make.
- 3. Proven Past Performance In Mitigation** – Hagerty offers the WVDO a team with proven past performance managing FEMA Hazard Mitigation Grant Program (HMGP) programs and the technical and policy expertise needed to successfully evaluate and select projects. Hagerty is currently managing the State of California’s HMGP program resulting from the 2017 and 2018 wildfire disasters, Hagerty has re-designed that program for California to address the scale of disaster the wildfires caused.
- 4. Low Risk Vendor** – While CDBG-DR programs across the country struggle to be implemented, Hagerty provides WVDO with a team and a reputation that is unparalleled. Through our FEMA and CDBG-DR Program Management work, Hagerty has helped clients successfully navigate the management and obligation of over \$40B in federal disaster aid. As a result of our expertise, none of our clients have had a validated US Department of Homeland Security (DHS) Office of Inspector General (OIG) audit finding against them.

## 4.2.1 Goals and Proposed Approach

Hagerty is pleased to present our approach to the State for the development of a CDBG-MIT Action Plan and related implementation documents. Given that WVDO will be designing and implementing a new program in CDBG-MIT, we feel it is important to identify what we see as the three core components and sources in development of a CDBG-MIT strategy:



**Mitigation Plans:** Existing mitigation planning and data will enable the Hagerty Team to ensure compatibility with the State's existing Hazard Mitigation Plan (HMP), per the Federal Register notice. In addition, the existing plans/data afford the Hagerty Team the opportunity to benchmark available threat/hazard data and identify any gaps that need to be addressed in developing a long-term mitigation strategy.

**Community Lifelines:** A focus on Community Lifelines will be critical to any successful Action Plan. The Hagerty Team will assess what recovery actions have already been taken by the State to create resilient lifelines and then offer West Virginia improvement areas for Community Lifelines to enable an Action Plan which addresses the Federal Register component as well as offer programs which increase lifeline resiliency.

**Stakeholder Feedback:** No one understands recovery and long-term needs better than local stakeholders. Since our inception, Hagerty has managed long term recovery at the local level, often-times embedding teams with our clients. As a CDBG grantee, it is critical for WVDO to not only design an implementation strategy but to obtain buy-in from local officials and communities in how the grant will be carried out.

For example, Hagerty is currently supporting the City of Panama City, Florida, recover from catastrophic damage suffered from Hurricane Michael. In addition to supporting the City's use of federal recovery programs, Hagerty performed a thorough stakeholder outreach campaign to inform the development of a Long Term Recovery Plan for the City. Hagerty recognized the value in giving residents input on the direction of their City, and facilitated meetings and a public comment system while making a concerted effort to include Panama City's historically marginalized communities. Hagerty will approach stakeholder engagement on behalf of the State with a similar commitment.

The following presents our approach to the development of the Action Plan.

### 4.2.1.1 ASSESS STATE HAZARD RISK MITIGATION PLAN

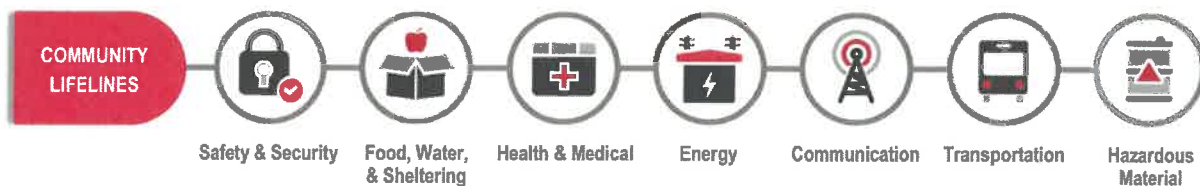
With the heavy emphasis on developing an Action Plan that aligns with already existing FEMA mitigation programs, Hagerty's workplan will begin with a thorough review of existing West Virginia mitigation plans associated with the HMGP and any associated and available local mitigation data. The Hagerty Team will perform this analysis with the following objectives:

1. Benchmark available threat and hazard data. By benchmarking the available data, the Hagerty Team can then compare to best practices across the country and better understand where to augment the analysis and enable the long-term recovery strategy as well as the Action Plan to align with mitigating the identified risks.
2. Identify State mitigation goals and objectives to ensure that the Action Plan and associated programs align to stated goals and objectives.
3. Review all HMGP applications to better understand how the State approached FEMA's mitigation programs, which projects were denied, and where the State seeks to potentially utilize CDBG-MIT funding to support the local match. With an understanding of the HMGP strategy and applications, the Hagerty Team can then prioritize which projects can support the long-term recovery strategy for the State. This analysis includes how best to fund proposed projects and utilizing available funding as leverage to the grant.

The results of this step will also contribute to the associated Unmet Needs Assessment (UNA).

### Community Lifeline Review

With a thorough review of the State's HMGP approach performed, the Hagerty Team will then turn to evaluating the approach to addressing Community Lifelines in an effort to identify current progress to addressing lifeline resilience as well as identifying where future investment may result in future risk reduction across the Community Lifeline framework.



Hagerty's approach to providing the State with an in-depth analysis to the seven lifelines displayed to the right is as follows:

1. Evaluate what projects have been implemented in the State's recovery which address the seven lifelines and subcomponents.
2. With a benchmarking of what lifelines and subcomponents have been addressed, the Hagerty Team will then compare to the most relevant State threats and hazards to identify and prioritize which lifelines would most benefit from the investment of CDBG-MIT funding to increase resilience and maximize risk reduction.
3. Coupled with any unmet needs identified in the mitigation review, any Community Lifeline gaps will contribute to the Mitigation Needs Assessment.

This review will result in a detailed assessment for the State on current capability across all seven Community Lifelines and recommendations on where CDBG-MIT investment can increase resiliency.

## 4.2.1.2 PREPARE CDBG-MIT ACTION PLAN FOR SUBMISSION TO HUD

To address the requirements of the RFP and what we know HUD will be seeking in all grantee action plans for CDBG-MIT, we feel the best manner to demonstrate our understanding of the Goals and Objectives is to provide a detailed description of our approach followed by a timeline for completion of the Action Plan within the timeline established by

HUD. In the interest of producing a complete and concise proposal, Hagerty has logically grouped below the major activities that our team, if awarded, will complete to assist the State in meeting HUD's requirements.

In addition, the CDBG-MIT notice for West Virginia is restricted to mitigation and resilience needs arising from 2016 Flooding, Severe Storms, Landslides, and Mudslides (DR-4273) and to mitigate against future disaster risks. The notice outlines requirements for grantees including grant conditions, stringency, and ensuring that grantees who receive this funding develop strong internal controls for compliance and audit readiness. Hagerty's outstanding compliance record managing complex federal grant programs makes us the right partner to support the State in negotiating these standards.

### **Certification of Proficient Controls**

To initiate the engagement, the Hagerty team will assist the State in the demonstration of necessary controls to manage the CDBG-MIT grant. Hagerty will review the State's submission for unmet needs under the CDBG-DR Program and compare against the requirements of the CDBG-MIT Federal Register notice with particular attention to the financial scrutiny that HUD will place on this grant. At a minimum, this will include:

- » A proposed organization chart to manage the CDBG-MIT Program;
- » A review of the level of effort needed to operate the Program and identified gaps;
- » Staffing recommendations to address any identified gaps; and
- » A review of the existing financial controls and identified gaps.

Hagerty's approach to the scope of services is mindful of the timelines and restrictions of the State, particularly as it applies to development and submission of an approved CDBG-MIT Action Plan not later than August 3, 2020 in addition to achieving programmatic timelines outlined by HUD and contained in future Federal Register notices. To better inform preparation of the West Virginia Action Plan, Hagerty will carefully monitor actions of other CDBG-MIT grantees and HUD with regard to CDBG-MIT Action Plans. The experience provided by these submissions will help to identify opportunities and obstacles in the front-end processes for CDBG-MIT funding.

### **Mitigation Needs Assessment**

Hagerty's approach to developing the needs assessment will account for each of the items (1-22) outlined in the RFP by WVDO. In the interest of producing a concise proposal, below are a few examples of those requirements and Hagerty's experience in addressing them in other recovery engagements:

- » **Developing Standardized Procedures for Estimating Loss:** Through our long term recovery engagements, Hagerty has a track record of not only estimating loss for our clients, but using existing market factors (current material supply/demand, regional economics, and human resource factors) to negotiate with federal disaster aid agencies to obtain additional loss value for our clients. Following Hurricane Sandy in New York City, costs skyrocketed across a number of areas and Hagerty was able to negotiate with FEMA to take these factors into account when estimating costs to re-build.
- » **Conduct analysis of regional plans:** Hagerty has developed a number of State and Local Mitigation Plans. We understand how to measure and develop strategies to reduce risk at both the state and local level and thus, will bring that experience to analyzing regional plans. Recently, working with a Most Impacted and Distressed (MID) community for a wildfire event, Hagerty analyzed the Regional HMGP plans and offered the State grantee with an analysis on mitigation priorities for inclusion in the MIT Action Plan.

- » **Identify any leverage resources that could be utilized in the CDBG-MIT programs:** Hagerty possesses a long track record of managing multiple federal disaster streams for our clients. Identifying available funding to enhance disaster recovery dollars has been a cornerstone of this approach. In our CBDG-DR action planning, we have developed and identified a number of programs which utilize leverage to include available private non-profits and their resources.

## Stakeholder Input

Hagerty recognizes that a successful long-term recovery involves many stakeholders both directly and indirectly involved in the recovery. One of the cornerstones of Hagerty's recovery process is to work with key stakeholders at the start to identify and map the long-term recovery vision, identify goals and objectives, and map associated disaster recovery programs to projects to achieve those goals and objectives. This cannot be achieved by solely analyzing and reviewing available data. The Hagerty team will work with the State to identify key stakeholders in the recovery, to date. We will then design and coordinate an interview schedule with the intent of obtaining input in how the CBDG-MIT Program can contribute to the long-term recovery of West Virginia, and what activities can be designed to achieve that vision while supporting the overall recovery vision. The Stakeholder Input sessions will also provide our team with the final piece to draft and complete the UNA component of the Action Plan. Once complete, we will review with State leadership prior to incorporating into the larger Action Plan.

## Draft CDBG-MIT Action Plan

Piecing together the inputs from the Hazard Mitigation review, the Community Lifeline gap analysis, and the stakeholder interviews, the Hagerty Team will draft the CDBG-MIT Action Plan.

At a minimum, the CDBG-MIT Action Plan will include:

- » Mitigation Needs Assessment, focused on all 12 points identified in the August 30, 2019 Notice, including:
  - State Hazard Mitigation Plan Assessment
  - Review of West Virginia Threats and Hazards
  - Community Lifeline Assessment
  - Impact too Low to Moderate Income Population
  - Unmet Mitigation Needs
  - Cost Verification
- » Approach to Addressing Unmet Mitigation Needs
- » Method of Distribution
- » Program Areas
  - Within the program areas, Hagerty will review what planning programs may be necessary to address the disaster recovery strategy to address preparedness or response plans.
  - Each program area will have a program cap (as necessary), eligible applicants, and national objectives.
- » Administrative Costs
- » Leveraging Funds

### Hagerty's planning capability is unmatched in the industry:

- » Hagerty has completed the largest operational plan in FEMA's history.
- » Hagerty currently provides NYC on-call response capability and has developed an exercise program to regularly test the capability.
- » Hagerty is currently developing the long-term planning strategy for the State of Nebraska.
- » Hagerty has developed hazard mitigation plans for state and local government agencies.

- » Citizen Participation
  - To be developed following the completion of the Public Comment Period.

### Public Comment Period (4.2.1.7 A and B)

To comply with the HUD submission requirements of plan submission by August 3, 2020 and providing the plan for public comment for a period of 45 days, Hagerty has designed a work plan schedule which has the plan drafted and ready for public release by June 9<sup>th</sup>, 2020. This will include providing the plan to the State for initial review prior to initiating the public comment period as well as performing all necessary revisions. The Hagerty team will work with the State to make the plan available on the WVDO website along with all instructions for providing comments on the plan and associated programs.

To address HUD's recommended meeting schedule, Hagerty recommends the plan outline, including associated programs, be made available for public hearing prior to the Public Comment Period. This will enable our team to address input early in the process. Hagerty will work with WVDO to schedule that event and ensure invitations are distributed accordingly. The remaining two public hearings will take place during the public comment period. The Hagerty Team will coordinate these hearings with WVDO, organizing associated logistics to include advance advertising, meeting location, meeting presentations, and capturing communicated feedback. Hagerty understands that due to COVID-19, these meetings may need to be held virtually.

### Comment Adjudication and Plan submission

Upon conclusion of the Public Comment period, the Hagerty Team will conduct final adjudication of all comments along with West Virginia stakeholders to validate any associated changes to the plan. Hagerty has learned that continuous review of comments as they are received can limit the stress of comment adjudication at the end of the period. Thus, upon initiation of the period, the Hagerty Team will also set up a weekly review session to provide WVDO with a summary of comments received, a recommendation to incorporation of the feedback. As stated, this will culminate in a final review to discuss any final changes prior to final translation and submission to HUD. **As an additional component of the final review, Hagerty's Senior Advisor for Community Recovery, Stan Gimont, will conduct a review of the plan to ensure the final draft is in compliance with the HUD Federal Register Notice.**

### Approach to Amendments of the CDBG-MIT Action Plan

Having prepared substantial Action Plan Amendments (APAs) for CDBG-DR grantees, Hagerty understands that amendments are a likely event as long-term recovery evolves and unmet needs shift.

Hagerty's professionals have completed Substantial APAs for the State of North Carolina, NYC, and Boulder County, Colorado.

By selecting Hagerty for this engagement, the State is receiving one of the nation's most experienced disaster recovery consulting firms. As part of the Action Plan process, we anticipate finding unmet needs that cannot be addressed through the CDBG-MIT Program design. We have a track record of finding unmet needs and making recommendations to our clients mapping available federal recovery programs to fund those unmet needs. As part of our regular reporting process, Hagerty will address candidates for substantial APA and review with the State for feasibility and acceptance. Upon approval, we will initiate the process for the substantial APA, conducting a mitigation needs assessment, proposing new program language or method of distribution, and seeking public input through a comment period prior to submitting to HUD for approval.



## Approach to Provide Ongoing Programmatic Support for the Implementation of the CDBG-MIT Program

As outlined by the State, Hagerty understands our work in the implementation stage will transition to focus on development of policies and procedures aligned with the final Action Plan; developing projects and agreements; providing technical assistance; and offering strategic advisory support to the State and sub-recipient leadership for program implementation.

The Hagerty Team of experts will work with the State from the onset of the project to determine staffing levels and expertise required to oversee the implementation of CDBG-DR and CDBG-MIT funds with the Federal Register Notice for both DR funding and MIT funding. Hagerty's management philosophy is to offer the right level of staffing matched to the needs of the State and sub-grantees while empowering all levels of management through technical assistance, training, templates for policies and forms, and customizing a data management and workflow processes to meet HUD compliance and reporting requirements. Hagerty will support all tasks outlined in the RFP highlights include:

- » **Developing Policy and Procedures:** Hagerty will execute a programmatic review of current CDBG-DR Program policies and procedures and make recommendations for revision based on our expertise in CDBG-DR implementation. As the MIT Action Plan is developed and finalized, the Hagerty Team will ensure policies reflect the programmatic requirements associated with the unique considerations outlined in the Federal Register Notice, collaborating with both the State and sub-grantees to determine the right level of guidance necessary to implement the program.
- » **12 Year Budget:** Hagerty applauds WVDO for looking this far out as it pertains to grant management. With all of our clients, Hagerty stresses effective cost management from design to closeout. We will bring our experience in designing an effective budget for the entire life-cycle of this grant and one that will balance cost and requirements. Concurrently, we believe there are opportunities with regard to program design that can help accelerate the state's long-term recovery effort and deliver more immediate benefits to the residents of West Virginia. We will actively engage the state in an effort to explore and apply these opportunities.
- » **Perform Analysis of waivers offered in the MIT Federal Register:** Hagerty's Senior Advisor of Community Recovery, Stan Gimont, has already performed an in-depth analysis of the MIT Federal Register to include analysis on waivers. Hagerty will provide that to WVDO upon contract award and will bring that knowledge to bear on any scenarios WVDO is experiencing which may require waivers.
- » **Design Program Administration Tools:** Hagerty maintains in-depth experience with developing applications processes for grantees. We have developed application processes for home programs, infrastructure programs as well as one-off programs such as home buy-outs.

Unlike our competitors, Hagerty has a long track record of managing administrative and management costs over the lifetime of our engagements on behalf of our clients. We are not interested in "front loading" fees, but rather developing effective staffing solutions that provide support over the entire grant life cycle and stay within the parameters of the grant.

For the State of North Carolina, Hagerty designed the intake and application process for all homeowner and rental programs as well as infrastructure programs. Hagerty also built the system of record for the State where the application process was housed.

- » **Prepare subrecipient templates:** Through our teams experience with other grantees, we have developed a library of templates and forms that will be available to WVDO upon contract award. This will save time and administrative dollars as those forms can be leveraged to provide WVDO compliant forms for subrecipients without re-inventing the wheel.

Hagerty has a two-pronged approach to ensuring compliance and monitoring for CDBG-DR funds. By managing the eligibility, duplication of benefits, and contracting through a data management workflow system, each file or project can have a quality control (QC) during the processing of the application. Generally, the QC is handled remotely through review a data management system, though these services can also be executed through onsite support if preferred by WVDO.

Hagerty is currently assisting Montgomery County, Texas, to implement and manage a \$8.9 million CDBG-DR home buyout program from the 2016 Texas Floods.

The second prong to the approach is to ensure that each program and file is in compliance with the HUD monitoring checklists. Hagerty provides extensive technical assistance and training prior to monitoring programs for compliance. Hagerty also has a proven method for assisting with HUD on-site monitoring's by pre-preparing the files and programs that HUD will be monitoring. This too has been praised by HUD as a best practice.

Hagerty understands there is a wide variety of technical assistance that will be required to support personnel in execution of program activities associated with both CDBG-DR and CDBG-MIT Programs. Hagerty's team of experts is capable of delivering technical assistance at the various levels required by either WVDO or sub-grantee personnel. As former local, state, and federal practitioners with previous experience implementing HUD Programs aligned to Action Plans, the Hagerty team will tailor our services to drive the execution process, integrating State and local personnel under a unified approach. Hagerty anticipates technical assistance may be provided at the following levels:

- » **First-Level Assistance:** Hagerty will work with WVDO personnel to determine the right resources that may be necessary to meet their specific needs. Hagerty will look to previously developed resources available through the State's Program or HUD to provide specific support for identified needs. Hagerty will facilitate conference calls to provide specific advisory support and answer questions regarding standard program execution.
- » **Second-Level Assistance:** Hagerty will provide more enhanced support to WVDO and/or sub-grantee personnel. Our subject matter experts will review operational and management documents to provide specific feedback and address issues, providing direct advisory support to questions and concerns. Hagerty will conduct follow-up calls to discuss feedback and provide additional information and resources to support WVDO personnel.
- » **Third-Level Assistance:** Hagerty will provide tailored onsite support to WVDO and State personnel. This may include providing onsite training, support working sessions for data analysis and/or development of processes and procedures to address issues, and/or quality control reviews of program implementation.

Hagerty's professionals are highly qualified to provide technical assistance to West Virginia. Having shaped emerging CDBG-DR and MIT Program policy, the Hagerty team knows both current execution issues and the emerging program changes that will be required to successfully coordinate program implementation.

## Develop Program and Financial Compliance Controls

Hagerty takes its responsibility to prevent fraud and ensure compliance extremely seriously. Besides proactively developing a smart strategy and making key tactical decisions throughout the formulation of grants, establishing processes to ensure productivity, quality, and performance are essential to effective grant administration. Hagerty has a notable track record in grant administration due to our mission focus, talented professionals, and customized tools to support our clients. We believe that this experience would be of tremendous assistance to the State given HUD's expanding focus on financial management issues associated with the use of CDBG-DR and CDBG-MIT funding. The CDBG-MIT Notice (August 30, 2019) outlines multiple enhanced considerations that the State's financial management policies must take into account and Hagerty will assist in ensuring that the requirements are met in order to expedite access to the funds.

Depending on the needs of WVDO, our professionals will:

- » **Review Internal Controls.** Our experience and adherence to regular training for our staff positions prepares Hagerty to review internal controls to identify issues or gaps that may cause a problem during audits and jeopardize federal funding. This includes reviews to ensure adherence to all federal requirements, including the "Super Circular" titled *2 Code of Federal Regulations (CFR) Part 200: Government-wide Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, applicable to all grants made on or after December 26, 2014.
- » **Identify Cost Verification Procedures.** HUD's August 30, 2019, Notice requires that grantees undertake cost verification to ensure that construction costs are reasonable and consistent with market costs at the time and place of construction. Hagerty will assist WVDO in identifying appropriate process and resources to ensure compliance with this enhance requirement.
- » **Manage Versions.** Using existing or Hagerty's proprietary systems, we will examine versions, categories, obligations, and expenditures while offering WVDO an overall snapshot of their federal grant program.
- » **Process Progress Payments.** Following grant application and project formation, the CBDG-DR and CBDG-MIT programs become transactional, requiring funds to be drawn-down as work is completed. We will work with the State to establish a streamlined payment process by developing mutually agreeable documentation requirements that will meet the HUD's voucher review standard.

Hagerty understands that the Federal Register Notices places a heightened emphasis on procedures to prevent waste, fraud, and abuse. As Hagerty collaborates with the State in development of supportive policies and procedures, Hagerty will ensure clear guidance and adherence associated with HUD's requirements.

## Internal Communication and Program Management

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At Hagerty, we believe there are two keys to project success: clear and frequent communication with the client and implementation of proven quality control measures in alignment with local, state, and federal rules and regulations. Our aim is to consistently exceed the expectations of our clients, both in the value our technical assistance offers to operations and in the quality of our deliverables. We will work with WVDO from contract activation to confirm these expectations, so they are built into our approach to execution. The following provides an overview of the key tasks that will be executed by the Hagerty Team; it is important to note that tasks associated with project management and reporting will be ongoing throughout the duration of contract execution.

Hagerty is actively monitoring COVID-19 and its impact on the United States. Hagerty is collaborating with all of our clients to ensure we are appropriately protecting the safety and security of our personnel and those of our clients. Should Hagerty be awarded this project, we will collaborate with project leadership to support delivery while considering the evolving landscape associated with the impact of COVID-19. This includes considering remote delivery options and associated delivery timelines.

### **Schedule and Execute Onsite Contract Kickoff Meeting**

Upon contract execution, the Hagerty Team will work with the WVDO Contract Manager and staff to execute an onsite project kickoff meeting. To support this meeting, the Hagerty Team will develop a draft project management plan (PMP) and agenda to support our discussion. Hagerty's PMP will address key issues, such as:

- » **Formats for monthly reports and invoices.** Transparency and accountability are important considerations for the Hagerty team. During the kickoff meeting, we will work with the State to confirm required reporting, including monthly reports which capture activities executed by the Hagerty team and formatting for invoices. Hagerty recommends monthly reports include tasks and accomplishments along with the overall burn rate of the contract to support both performance and budget management against the initial contract allocation. Monthly reports should also include any identified risks associated with the contract and/or specific task orders executed by Hagerty's personnel.
- » **Contract communications plan(s).** Hagerty will ensure the PMP offers a communications plan to the State in order to ensure contact with designated Hagerty personnel during regular business hours. On a preliminary basis, Hagerty offers the following designated points of contact for the contract:
  - **Matt Hochstein**, Project Executive. As Project Executive, Mr. Hochstein is responsible for overall contract coordination and management and will serve as the primary lead for any requests by the State.
  - **Stan Gimont**, Senior Advisor for Community Recovery. Mr. Gimont will serve as the primary point of contact for subject matter expertise and any senior leadership technical assistance requests.

In addition to addressing these issues and overall contract management with WVDO, Hagerty will facilitate a discussion regarding the immediate technical assistance needs associated with the CDBG-DR Program. Hagerty anticipates this will include a discussion of program progress, specific areas where Action Plan implementation is advanced or lagging, and short, medium, and long-term objectives. **Hagerty seeks to add value immediately to the WVDO.** Through this discussion, Hagerty will develop a recommended strategy to address these immediate needs while concurrently supporting the execution of the CDBG-MIT Program.

Hagerty anticipates the kickoff meeting will be attended by **Matt Hochstein and Stan Gimont**, with other Hagerty personnel present as necessary. As there are both technical and administrative issues to be addressed, Hagerty recommends the kickoff meeting be held in two sessions, each scheduled for a minimum of two hours with relevant WVDO personnel.

The Hagerty Team will revise our PMP based on the kickoff meeting and present it to WVDO for approval. Hagerty will provide these documents to WVDO within five business days of the kickoff meeting for review and approval. If necessary, during contract execution, Hagerty will provide WVDO with a revised PMP should any of the information, processes, and/or communications systems need to be revised during execution.

## Ongoing Project Management

The core tasks associated with our project management approach are designed to facilitate two functions. First, our team aims to provide an effective management team to work alongside the WVDO Contract Manager to increase transparency into the overall project status, coordinate efforts seamlessly with WVDO, and maintain open lines of communication. Second, our team aims to ensure project activities meet local, county, regional, state, and federal rules, regulations, and reporting requirements to maintain compliance with CDBG-DR and MIT Program requirements.

Task Managers will be assigned to execute on specific items based on the subject matter expertise required for any given project. This structure will allow multiple tasks to occur simultaneously, which is critical given the variety of technical assistance needs that may be required under this contract during execution. Hagerty anticipates conducting bi-weekly and quarterly meetings with the WVDO Contract Manager and key stakeholders. The table below provides a description of project management tools that Hagerty will use to ensure WVDO remains apprised of our performance under the contract.

### *Program Management Tools and Tactics*

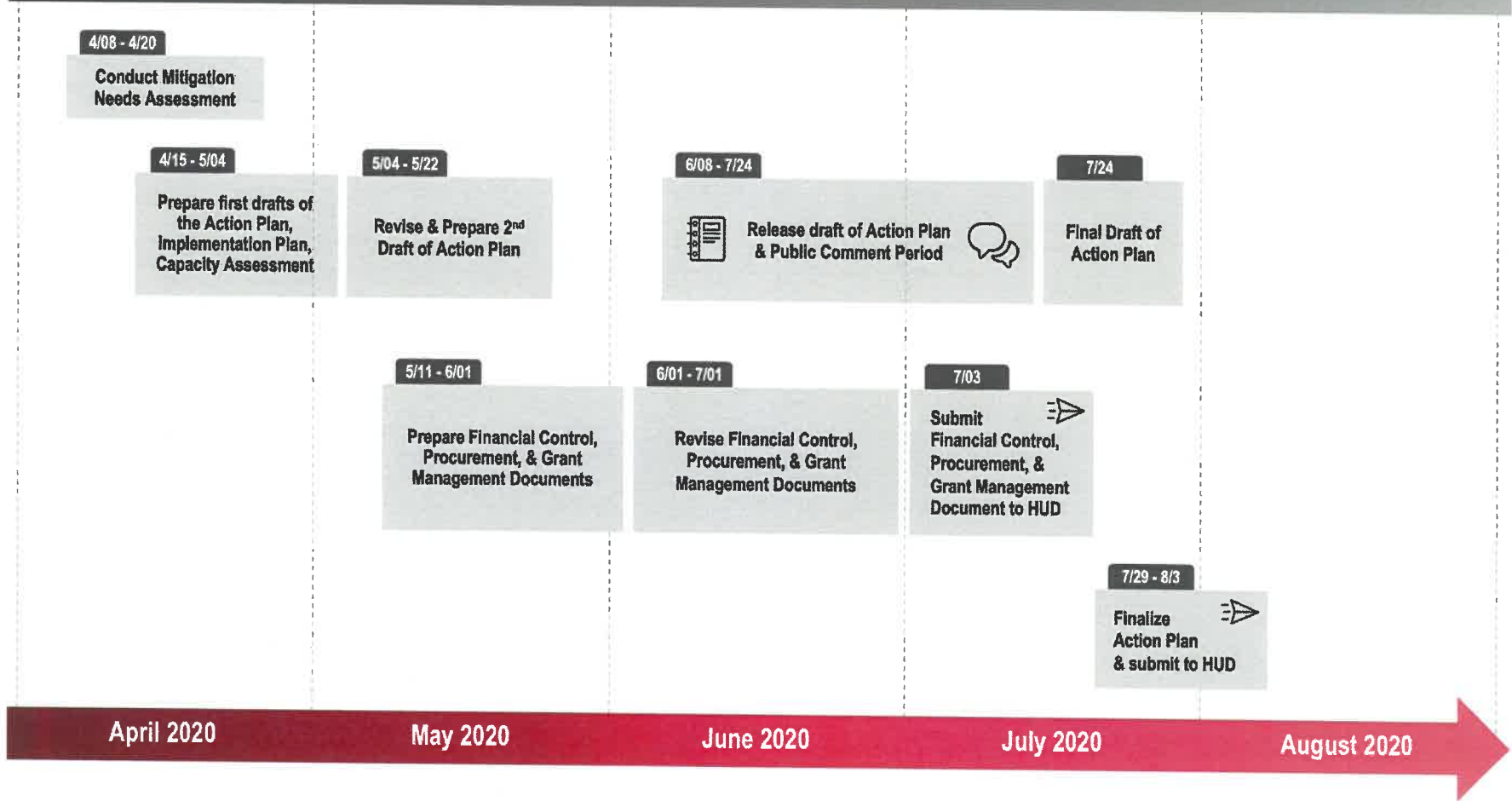
<b>Project Status Meetings</b>	Bi-weekly with the WVDO Contract Manager to provide overall updates and seek feedback on key issues or decision points. Leveraged to ensure Hagerty can anticipate the potential needs of WVDO for future task orders.
<b>Quarterly Meetings</b>	Progress/status meetings with the WVDO Contract Manager and other key stakeholders to provide updates and allow for key decisions on programming directions and activities.
<b>Status Reports</b>	Monthly written reports that include updates to project timelines, identification of efficiencies and deficiencies, and the overall status of the budget. Provided by the 5 <sup>th</sup> day of each month for the prior month.

These formal meetings and reports are in addition to ad-hoc meetings and reports supported by the Hagerty Team at the request of WVDO.

## Proposed Timeline and Milestones

Hagerty proposes the timeline of tasks and milestones presented below. This timeline is based on the timely award and contract negotiation. It should also be noted that the Mitigation Needs Assessment deadline is just outside of the current 30-day social distancing guidance provided by the CDC in relation to COVID-19. Thus, in person meetings and other data collection efforts may be hindered in this effort. Upon award, Hagerty will provide WVDO an impact analysis on the timeline and how to communicate to HUD. Hagerty also assumes that WVDO has already maintained a waiver for submission of the Action Plan which is past due.

## Timeline of Deliverable Milestones



## 4.2.2 Mandatory Project Requirements

Hagerty takes compliance seriously and will ensure compliance with the relevant regulations as described in the table below.

Regulation	Compliance Measures
CDBG-MIT Notice	This notice, published in the Federal Register on August 30, 2019, establishes the basic requirements applicable to CDBG-MIT funding. It invokes underlying CDBG statutory and regulatory requirements as well as specific requirements of the appropriations legislation (Public Law 115-123) that provided the funds. This document provides the basic regulatory framework for the administration of CDBG-MIT funding.
2 CFR 200	These regulations outline the uniform administrative requirements applicable to federal awards to states and local governments, Hagerty staff are highly knowledgeable of these requirements as they apply not only to HUD CDBG-DR awards but also to the use of FEMA funds. It is always our goal to ensure that clients operate their programs fully within these requirements to ensure that all expenditures of federal funds are fully and accurately accounted for in order to avoid possible repayment.
24 CFR 570	These regulations are the basic CDBG program regulations and provide the foundation for CDBG-DR and CDBG-MIT efforts. Understanding these fundamental requirements is critical to designing and implementing successful CDBG MIT and CDBG-DR programs.

## 4.3 Qualifications and Experience

Hagerty is an experienced, nationally-known emergency management consulting firm dedicated to helping clients plan for, respond to, and recover from disasters. **Hagerty knows we are the right partner to develop West Virginia's CDBG-MIT Program.** For more than 17 years, Hagerty has supported clients across the US to manage the full spectrum of federal recovery programs available to the County under Federal statutes such as the *Robert T. Stafford Disaster Relief and Emergency Assistance Act* (Stafford Act) and *National Flood Insurance Act* (NFIA). These include FEMA's Public Assistance (PA), Individual Assistance (IA), and HMGP, as well as the HUD CDBG-DR Program. Hagerty has an outstanding record: we have shepherded more than \$24 billion in federal grants for our clients with zero adverse audit findings from the DHS OIG. For client after client, Hagerty has delivered a positive return on investment by identifying errors that increased recovery funding, while also enhancing resilience outcomes and building our clients' technical capacity.

In the past five years, Hagerty has supported more than 400 projects at the local, state, and federal levels, with scopes that include long-term community recovery and resiliency, hazard mitigation planning, mitigation program implementation, and disaster cost recovery. Through our past performance, Hagerty offers the State:

- » **Proven ability to maximize recovery outcomes and risk reduction** which enables our team to focus on eligibility, project completeness, and advocacy while measuring cost benefit of those projects;
- » **Customizable technology systems** that enhance our ability to manage the program and monitor funding across multiple federal grant programs to include the use of geographic information systems (GIS) to identify low to moderate income populations and map how proposed projects will impact those populations;
- » **Technical expertise in recovery programs**, including access to senior advisors who have led the nation's disaster recovery programs through the largest disaster period by volume and monetary value between 2017 and 2018; and
- » **Resilient and sustainable approach** that incorporates hazard mitigation and resiliency into eligible projects, an important component in organization of the CDBG-MIT Program.

While CDBG-MIT is a new program, we feel that our experience with the CDBG-DR program is a key factor in the State's selection of a partner. Hagerty's CDBG-DR capability was born with the City of New Orleans. Under this contract, Hagerty professionals provided technical assistance, training, guidance, and compliance monitoring on the overall CDBG-DR Program. This support included:

- » Assisting City staff in assessing sub-recipient capacity and project quality, application components, and documentation in accordance with federal, state, and local guidelines.
- » Developing monitoring strategies and procedures to better enhance the City's ability to review sub-recipient internal controls that guard against financial mismanagement and conflicts of interest; procedures for assessing risk; and sub-recipients' program operations and activities.
- » Assisting program managers to establish performance indicators that track program progress and comply with work plan objectives and targets.
- » Assisting the City to establish follow up procedures that result from noncompliant issues and deviations from federal, state, and local guidelines.



Since Hagerty's engagement with the City of New Orleans, we have been competitively selected by clients at the state and local levels across the US to assist in the management and administration of their CDBG-DR Programs. The following table provides a summary of Hagerty's past clients, including the types of services provided for each client within the CDBG-DR Program framework.

**Summary of Hagerty's Past Performance with CDBG-DR Clients**

Client	Total CDBG-DR Funding	Services Provided
 <b>City of New Orleans</b>	\$411 Million	<ul style="list-style-type: none"> <li>» Grants Management</li> <li>» Monitoring and Oversight</li> </ul>
 <b>Boulder County Collaborative</b>	\$63 Million	<ul style="list-style-type: none"> <li>» Unmet Needs Assessment</li> <li>» Action Plan Development</li> <li>» Grants Management</li> <li>» Program Design</li> <li>» Monitoring and Oversight</li> <li>» Program Management</li> </ul>
 <b>City of New York</b>	\$4.2 Billion in CDBG-DR plus \$176 Million in National Disaster Resilience Competition (NDRC) Funding	<ul style="list-style-type: none"> <li>» Grants Management</li> <li>» Action Plan Development</li> <li>» Substantial Action Plan Amendments (APA)</li> <li>» Program Design</li> <li>» Monitoring and Oversight</li> </ul>
 <b>State of North Carolina</b>	\$230 Million	<ul style="list-style-type: none"> <li>» Unmet Needs Assessment</li> <li>» Action Plan Development</li> <li>» Substantial Action Plan Amendments</li> <li>» Program Policy and Procedures</li> <li>» Intake Center Quality Control</li> </ul>
 <b>State of California</b>	\$250 Million (2017 Wildfires) \$491 Million (2018 Wildfires) <sup>1</sup>	<ul style="list-style-type: none"> <li>» Grants Management</li> <li>» Unmet Needs Assessment</li> </ul>

<sup>1</sup> Additional \$525 million allocated on December 3, 2019, bringing total to \$1,017,399,000

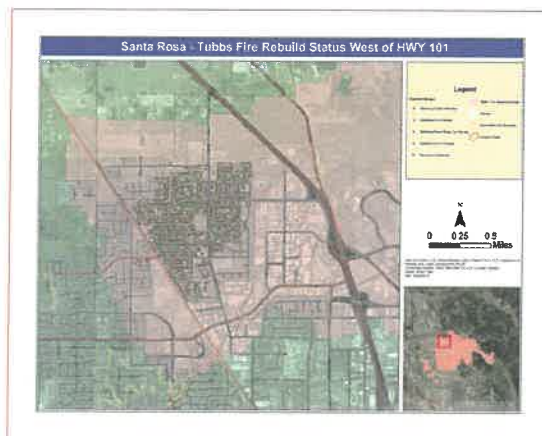
Reflecting a corporate value of the firm, innovation drives our recovery operations. Hagerty does not view any recovery program the same way. We work with our clients to diagnose recovery issues and provide beneficial, innovative solutions for our clients through our subject matter experts and program advisors. Hagerty is skilled at providing these solutions in a manner that is compliant and allowable under the many and significant federal regulations, policies, and requirements. An example of our financial controls and innovation, Hagerty, alongside our NYC client, developed and implemented the Coordinated Match process

following Hurricane Sandy. Hagerty designed the process so eligible components of projects could be reimbursed with CDBG-DR match funds, expediting the use of CDBG-DR funding and reducing the compliance requirements for the City. This is just one example of Hagerty's innovation in disaster recovery which can be brought to the WVDO team and an approach that is an example of a process available to expedite activities funded with CDBG-MIT.

Hagerty has deep expertise across the many potential uses of CDBG-MIT funding including:

- » FEMA PA and HMGP Match
- » Home Buyouts
- » Infrastructure Projects

### ***Hagerty's Innovative GIS Analysis Increased the CDBG-DR Grant Allocation to the State of California***



In preparation for the CDBG-DR grant allocated to the State of California from the 2017 wildfires, the City of Santa Rosa, as one of the most impacted communities identified, engaged Hagerty to support the City's CDBG-DR effort. As a first step, Hagerty assisted the City in performing an UNA to better understand fire-driven impacts in the areas of housing, infrastructure, and economic development. As part of that analysis, Hagerty analyzed FEMA Individual Assistance claims as well as City damage inspection data, mapping all damages to HUD-defined damaged categories, Minor through Severe. As a result of the analysis, the total number of Major-Low to Severely damaged homes rose from 1,061 to 3,952.

#### **4.3.1.1 Experience with Similar Clients**

Hagerty has outstanding national experience in disaster recovery and grant management as it relates to CDBG-DR funding and HUD's National Disaster Resilience Competition (NDRC). This cumulative experience provides an outstanding foundation for successful implementation of this first iteration of HUD CDBG-MIT funding. We know there is no better evidence of our capability to support the State than our past performance and references from previous clients.

Our philosophy of collaboration allows us to share lessons learned from our work with these clients with the State, maximizing recovery outcomes and increasing efficiency as it applies to cooperation and collaboration with local jurisdictions and HUD. Our past performance demonstrates that Hagerty has performed CDBG-DR focused recovery work, along with mitigation program support in a pre-and post-disaster environment. Should the State require any additional evidence of our successful past performance or references, Hagerty will happily supply those upon request.

## Demonstrated Past Performance: North Carolina CDBG-DR Program Support

Hagerty's past performance includes support to state agencies in the implementation of their CDBG-DR Programs. For North Carolina, Hagerty was contracted to provide recovery support as a result of Hurricane Matthew. Hagerty assisted in the State in both the initial strategy and design as well as the implementation of the Program, which utilized over \$230 million in HUD CDBG-DR grant funding. To assist the State in initial strategy and design, Hagerty provided the following services:

- » **Resilience Planning:** Hagerty deployed planning teams to two counties impacted by Hurricane Matthew. These planning teams assisted the counties with understanding resilience issues, formulate strategic concepts for resilient projects, and finalizing project proposals. The resulting data and proposal information was aggregated at the State level to provide the State with a framework for utilizing the grant dollars while maximizing resiliency.
- » **CDBG-DR Action Plan and Amendment:** The Hagerty Team supported the State in facilitating the Action Plan process, a HUD CDBG-DR requirement, and authored a HUD approved Action Plan to strategically guide the State through CDBG-DR program implementation. The Hagerty Team formed a core working group with representation from Department of Commerce as the monitoring body, the Governor's Office as the management body, and Emergency Management as the implementation body. The Team held working groups to review drafts of the initial Risk Assessment and Certification of Proficient Controls deliverables due to HUD 60 days following grant award. Both deliverables were submitted on time and approved. The Hagerty Team then held several working groups to assist the state in drafting a supporting narrative to establish programs across Housing, Infrastructure, and Economic Recovery as well create a methodology to equitably distribute the grant funding across those programs in a manner acceptable to HUD. The Team's work resulted in an on-time submission to HUD and an approved Action Plan. The State's second HUD CDBG-DR allocation, more than \$30 million, triggered the requirement for a Substantial APA. Following the same planning methodology utilized in the Action Plan process, the Team successfully guided the State through drafting an APA and which was submitted on-time to HUD and subsequently approved.

As the State moved to program implementation, the Hagerty Team supported the State through the following services:

- » **Program Design:** The Hagerty Team facilitated the planning process across the Department of Commerce, the Governor's Office, and Emergency Management stakeholders to design the supporting policies and procedures for the Housing and Infrastructure programs outlined in the Action Plan. This included development of Housing, Infrastructure, and Administrative manuals as well as supporting forms that the State will utilize in implementation of those programs working across state level stakeholders, county level stakeholders, as well as any oversight and monitoring conducted by HUD. The manuals provide the State with tactical level detail to inform all program staff how to operate each program and the intended outcomes.
- » **Training:** The Hagerty Team conducted a series of training to support the program implementation to include:
  - **Intake Centers:** The Hagerty Team trained housing intake center staff on the CDBG-DR Program and the housing application process in Salesforce. The training prepared the audience to run four county intake centers.
  - **Program Policy:** The Hagerty Team trained state-level program stakeholders on the Housing Policy and Procedure manual and provided an in-depth review of each program, the program caps for service, the supporting allocation, and any associated risks/issues to be aware of in program implementation.

Hagerty's work with North Carolina aligns directly with the needs of the State. This includes Hagerty's support for the APA, provision of technical assistance, and development of guides and guidance documentation to support program implementation at all levels of government.

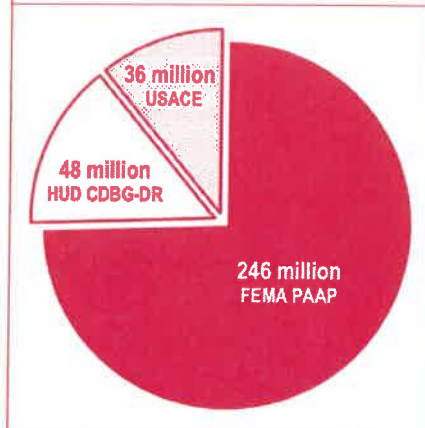
### Demonstrated Past Performance: New York City Hurricane Sandy Program Support

Hagerty was engaged by New York City to provide comprehensive recovery support following Hurricane Sandy. This included support for implementation of their CDBG-DR Program. In order to support the CDBG-DR Program, Hagerty mobilized a team of experts to embed with the City's newly hired disaster recovery staff. Our staff began providing assistance to the City, facilitating hiring new staff, providing ongoing training and technical assistance, and writing, editing, and publishing the CDBG-DR Action Plan and subsequent amendments. Key accomplishments of the team include identifying a path to make \$510 million in expenses eligible for reimbursement as the FEMA local match; developing a successful strategy for New York State concurrence for the City to use a "coordinated match" accounting methodology when using CDBG-DR matching funds as the local match; and providing daily client consultation on problem solving, innovative solutions, compliance review, fiscal management, and strategic planning for oversight of \$4.2 billion in CDBG-DR funding.

Hagerty collaborated with the CDBG-DR Team at the City's Office of Management and Budget (NYC OMB) to customize systems functionality specific to the financial processes and activities associated with the CDBG-DR Program. Specifically, the Hagerty Team customized data tables to track CDBG-DR financial and grant records across NYC OMB's programs and sub-programs, including plan allocations, drawdown queues, and federal reimbursements. NYC OMB ultimately decided to replace a legacy financial management system with Hagerty's custom-developed grants management system because of its high-quality capability to accurately track CDBG-DR vouchers, invoices, and expenditure transactions and streamline the reimbursement request management process, resulting in over \$2.3 billion in federal reimbursements to date.

#### The Power of Layering Funding

Hagerty has extensive expertise obtaining recovery funding from multiple federal programs, including identifying innovative solutions to combine funding on the same project to provide maximum benefit to communities. In a recent example, Hagerty consultants worked to implement a \$546 million project to rebuild and increase the resilience of a major public boardwalk, with additional project components focused on resilience. The project blends the use of more resilient building materials as well as lower cost construction means and methods to protect both the boardwalk and the coastal communities behind the boardwalk. Totals across programs included \$246 million in FEMA Section 428 Program funding, \$48 million in HUD CDBG-DR funding, and \$36 million in United States Army Corps of Engineers (USACE) funding.



Finally, the Hagerty Team was also engaged to lead the design of the grant application for the HUD National Disaster Resilience Competition associated with Hurricane Sandy damages on behalf of the NYC Mayor's Office of Recovery and Resiliency. The application strategy designed by the Hagerty Team assisted the City in securing \$176 million in NDRC funding through the HUD competitive program.

NYC has been so pleased with Hagerty's performance that they have continued to renew our engagement. Hagerty offers this past performance as proof of our capability to provide effective technical assistance to our clients, while also creating systems and processes that support compliance with HUD requirements. This, our support for Action Planning, and integration of CDBG-DR funding into broader strategies for coordinated match and resilience activities, directly aligns to the needs of the State.

### **Demonstrated Past Performance: State of Georgia Pre-Disaster Recovery and Resilience Planning Support**

The Georgia Department of Natural Resources (DNR) contracted with Hagerty to analyze recovery planning processes, identifying strengths and areas of improvement, to develop a finding report that offers guidance to jurisdictions across the state to support pre-disaster recovery and resilience planning. The *Recovery and Redevelopment Planning Guidance* document provides guidance and supports development of post-disaster redevelopment plans for the coastal area, the Coastal Regional Commission, the Georgia Emergency Management Agency, and other stakeholders. The guidance document addresses the basics of post-disaster recovery and redevelopment planning, current state and federal requirements, and an overview of the planning process. It concludes with recommendations for implementing recovery and redevelopment planning processes in an individual community. A list of additional resources is provided at the end of the document.

To supplement the *Recovery and Redevelopment Planning Guidance* document, Hagerty also developed a disaster recovery and redevelopment planning template to support counties in the development of their own recovery and redevelopment plans. The following key considerations are included to support community-level planning:

- » An overview of recovery and redevelopment planning and discussion of their importance;
- » Pertinent authorities and resources, including financial resources, for recovery and redevelopment from state and federal agencies;
- » An explanation of the intersection and integration of recovery and redevelopment plans with other and city/town plans (e.g., emergency operations plans (EOPs), capital improvement plans, and strategic plans);
- » Keys to a successful and actionable process and plan, including engagement of the whole community, scalability, leadership, and suggestions to tailor planning to meet a community's unique needs;
- » Implementation and planning challenges of recovery and redevelopment, including balancing rebuilding quickly versus rebuilding smarter, business recovery and retention, and repopulation and housing; and
- » An in-depth planning process outline for the development of a disaster recovery and redevelopment plan, to include who should be involved and how to assess and communicate risk and capacity.

The final *Recovery and Redevelopment Planning Guidance* document can also be accessed online via <http://coastalgadnr.org/sites/default/files/crd/CZM/Hazards/GARecoveryGuidanceDocument.pdf>.

Hagerty's professionals have previously supported recovery and redevelopment plans for Chatham, Brantley, and Glynn Counties. Our professionals are currently supporting a seven-county recovery planning initiative implementing this planning process to strengthen coastal resilience. This project underscores our knowledge of recovery and resilience planning, specifically in a pre-disaster environment. Further, it offers the County evidence of thought leadership and subject matter expertise in frameworks associated with recovery planning.

Hagerty's leadership in disaster recovery programs is complimented by our capability and capacity in pre-and post-disaster mitigation. Hagerty's capability in this area includes analysis of hazards and risk assessments; development of mitigation action plans; and support for the full cycle of mitigation program implementation post-disaster. Notably, Hagerty's professionals have designed strategies to maximize available grant funding post-disaster, blending FEMA and HUD funding to rebuild stronger and more resilient for future disaster events. This has been achieved by our professionals by applying a superior understanding of the elements of each federal grant and identifying methods to layer funding aligned with our client's goals and objectives.

### **Demonstrated Past Performance: City of Longmont, Colorado, and Boulder County, Colorado, Collaborative CDBG-DR Program Implementation Support for 2013 Flooding**

For the City of Longmont and Boulder County, Hagerty worked to establish an innovative Boulder County Collaborative (Collaborative) comprised of nine local governments to give them greater negotiating power with the State of Colorado and a more efficient their CDBG-DR Program. Hagerty's experts worked with the Collaborative to develop their CDBG-DR Action Plans; prepare all policies and procedures governing their use of the program; develop an overall strategy to obtain and allocate funds within the Collaborative over three HUD tranches; address technical questions with the State and HUD; train members of the Collaborative on policies, procedures, and process; and monitor projects for HUD compliance. To oversee this partnership, Hagerty designed and built a customized workflow and data management system which allows all the Collaborative Partners to track their projects, budgets, reimbursement requests, and reporting requirements in one system.

To inform the Action Plan, Hagerty supported the development of an UNA related to extensive flooding. This included developing CDBG-DR policies and procedures for the City and the Collaborative Partners, supporting compliance reviews for processing grant payments to the Collaborative Partners, and monitoring preparation for both State and federal monitoring and audits. Hagerty assisted the Collaborative with Environmental Review requirements for CDBG-DR and provided direct assistance with Round 2 sub-allocation funds and Round 3 CDBG-DR funds.

Hagerty professionals worked with the Collaborative on multiple housing programs, worth a combined \$60 million, with objectives to:

- » Relocate 27 people from the Royal Mobile Home Park and replace 20 mobile homes at St. Vrain Park.
- » Assist 100 homes with rehabilitation or elevation in the City of Longmont and County of Boulder.
- » Craft and support a buyout and acquisition program for 100 homes in Lyons, Jamestown, and the County.
- » Assist an additional 40 homes with road or bridge access.
- » Provide 50 families impacted by the disaster with temporary rental assistance.

The Hagerty Team knows providing technical assistance throughout grant implementation saves the grantees from costly findings and corrective actions. The support that Hagerty provided to the Collaborative has been recognized by HUD as a successful model for disaster recovery programs administration, as stated in the State of Colorado's HUD Monitoring Report:

*“The Collaborative appears to be a model method for units of local government to combine resources and identify a high-capacity lead agency to administer recovery programs on behalf of the collaborative participants. The city of Longmont’s administration is strengthened by its adoption of a central grants management system using the Salesforce product platform as part of a contract it has with Hagerty. The city’s database includes key data on project status, monitoring efforts, and supporting documentation for draw requests. The system is also set up to be consistent with the DRGR action plan and import data that can be pulled from DRGR. HUD also recommended that the information on beneficiaries and individual infrastructure projects in the central grants management system to help facilitate the review of the CDBG-DR funded recovery activities.”*

This project underscores our knowledge of the CDBG-DR Program and the model technical assistance provided in creation of the Collaborative. Further, it offers the State evidence of our successful approach to document management and deep understanding of housing programs.

#### **4.3.1.2 Hazard Mitigation and CDBG-MIT Experience**

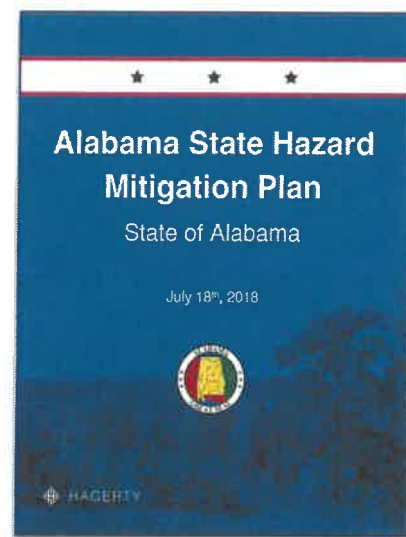
Hagerty has extensive experience in State Hazard Mitigation planning, having either developed or updated State Hazard Mitigation Plans for the States of Alabama, Rhode Island, and North Dakota. As an example of our hazard mitigation work, our performance for Alabama is detailed below.

##### **Demonstrated Past Performance: State of Alabama Mitigation Planning**

Hagerty’s Mitigation Planning Team recently supported the State of Alabama’s updating of their State Hazard Mitigation Plan. Hagerty utilized a planning process that integrated industry best practices with FEMA-approved state hazard mitigation planning requirements. This created an actionable State Hazard Mitigation plan which will reduce the impact of natural hazards on the health, safety, and economic interests of residence. The planning process involved an analysis of current and future conditions, a comprehensive risk assessment of hazards impacting the State, a capability assessment, the development of a mitigation strategy, and practices for plan maintenance.

Initially, Hagerty’s Mitigation Planning Team completed an analysis of the current and future conditions in the State. This included analysis of the current conditions in the State, including demographics, economy and infrastructure, and the natural environment as well as how future conditions may impact the population and land use. Hagerty utilized GIS to develop maps to illustrate elements of this assessment. This analysis is recorded in the plan and was utilized by the planning team for consideration in the risk assessment and mitigation strategies.

Next, the planning team completed a comprehensive risk assessment of the natural hazards impacting the State of Alabama. Hazards identified and analyzed in the plan include: flooding, dam failure, drought, earthquakes, extreme temperatures, hail, high winds, landslides, lightning, sea level rise and coastal land change, sinkholes and land subsidence, tsunamis, wildfire, and winter storms. This included addressing each of the elements required



by 44 CFR 201.6(c) by analyzing type, location, and extent of threats and hazards in Alabama and an overview of the vulnerability (including potential financial losses) due to the aforementioned hazards. GIS was once again utilized for the risk assessment in order to develop maps of hazard location and extents as well as utilizing FEMA's Hazus loss estimation software to calculate economic loss. Risk assessment information was useful for the State for planning purposes, as well as contributing to the mitigation strategy development.

Hagerty worked to develop the capability assessment to understand the State's ability to implement and manage mitigation efforts. This included addressing each of the elements required by 44 CFR 201.6(c) including: laws, regulations, policies, and programs for pre- and post-disaster hazard management; funding capabilities for hazard mitigation projects; local mitigation policies, programs, and capabilities; integration into other ongoing State planning efforts; and integration into other FEMA mitigation programs and initiatives. This allowed the planning team, the Alabama Emergency Management Agency (AEMA) and other State agencies to understand strengths and areas for improvement for the plan update process.

Throughout the planning process, Hagerty coordinated with FEMA, State agency and department stakeholders, and the public to enhance regional coordination and develop an actionable and effective plan. Hagerty worked with AEMA as a core stakeholder and utilized the agency to coordinate meetings and seek stakeholder feedback on the plan. Hagerty developed a comprehensive Stakeholder Engagement Strategy for this project. Hagerty assisted the State of Alabama in compiling the appropriate documentation, incorporating feedback, and developing the final draft of the State Hazard Mitigation Plan Update. **This final document included each of the required components, as outlined by 44 CFR 201.6 and was approved by FEMA, with no comments returned, on September 6, 2018.** This underscores Hagerty's superior understanding of mitigation planning and FEMA's structure for mitigation programs.

#### Reference

<b>Point of Contact</b>	Robert W. Baylis, Recovery Plans Section Chief 205-280-2453   robert.baylis@ema.alabama.gov
<b>Contract Term</b>	10/17-1/19
<b>Project Description</b>	State Hazard Mitigation Planning

As demonstrated in Section 4.3.1.1 above, Hagerty has a broad range of experiences in the CDBG Program. This includes our support to the City of Santa Rosa, California, demonstrated below.

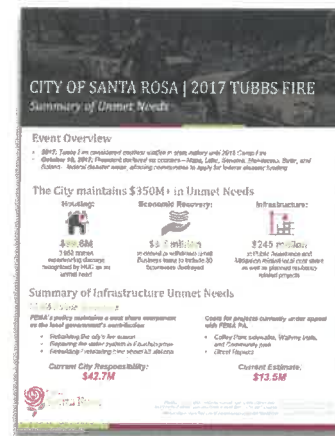
#### Demonstrated Past Performance: City of Santa Rosa, California, CDBG-DR Support

Hagerty was awarded a \$1.4 million contract to support the City of Santa Rosa in preparing for and implementing a CDBG-DR Program in relation to the State of California's \$124 million CDBG-DR allocation under Public Law 115-123 and the \$88 million allocated under the CDBG-MIT Program. For both funding streams, the City of Santa Rosa will benefit from being in the HUD-identified Most Impacted and Distressed area (Sonoma County) and thus eligible for up to 80 percent of the CDBG-DR allocation and a minimum of 50 percent of the CDBG-MIT Program. Under California's Action Plan, the City, with Hagerty's assistance, successfully persuaded the State to enable it to be a sub-recipient under the Multi-Family Home Program and responsible for implementing a \$38 million program with CDBG-DR funds. In addition, the City will have the opportunity to be a sub-recipient under California's FEMA PA Infrastructure Match Program, where along with Sonoma County, the City can apply for \$1.2 million in CDBG-DR funds.



In support of the City, Hagerty was contracted to provide coordination with the City on grant strategy and implementation, grant management support, monitoring and compliance, and research/analysis.

» **Unmet Needs Assessment:** Upon contract award and in anticipation of the State's Action Plan, Hagerty conducted an UNA to identify the City's unmet needs across CDBG-DR eligible areas: Housing, Infrastructure, and Small Business. In that analysis, the Hagerty Team identified over \$350 million in unmet needs resulting from the Tubbs Fire. The main focus on the analysis was a discrepancy identified between the FEMA reported damaged housing through IA Program data and the data collected by local officials. Analyzing this information, the Hagerty Team found that over 3,952 homes were damaged by the fire based upon HUD's damage criteria while only 1,061 were identified by FEMA as having major to severe damage. This discrepancy was brought to HUD officials for further consideration in a secondary allocation.



» **Opportunity Zone Analysis:** Hagerty provided recommendations to the City on Opportunity Zone expansion in preparation for the City's Multi-Family Housing Program. To provide these recommendations, Hagerty analyzed all available low to moderate income data via the US Census and other sources to identify the total universe of available opportunity zones in the City. We then analyzed the current Opportunity Zones identified by the State to determine if there was availability to apply for additional slots. Hagerty mapped potential multi-family housing projects to new Opportunity Zones for the City to consider and provide that benefit to potential investors of multi-family housing projects.

» **Policy Development:** In anticipation of the City's implementation of the \$38 million Multi-Family Housing Program, Hagerty performed an inventory and audit of the City's existing policies and procedures as they related to CDBG-DR. Understanding the regulatory complexity of the CDBG-DR Program, and the rigorous monitoring and compliance the City will be subject to as a sub-recipient, the Hagerty Team provided a gap analysis of which policies were necessary to maintain compliance with HUD and drafted those policies for City review and approval.

» **Implementation Support:** In addition to core support areas identified above, Hagerty has provided the City guidance in the following areas:

- o **FEMA PA Section 428:** The Hagerty Team is analyzing and assisting the City in determining the potential application of the Section 428 Program to generate PA funds to rebuild Fire Station #5 in an alternate location. To assist, Hagerty is reviewing the cost-benefit of relocating the station, the available mitigation measures that can be funded through Section 428 on the new structure, and then how the remaining balance of the project can be funded through the CDBG-MIT Program.
- o **City Council Support:** Hagerty has briefed the City Council on recommendations related to CDBG-DR in addition to preparing the City Manager and Department heads for CDBG-DR related briefings.
- o **Program Guidance:** Hagerty has been requested by the City to assist in future planning to help the City better understand how the State-implemented owner-occupied housing program will be executed. Hagerty has provided housing demand forecasts to inform the City how the current low to moderate income population may be served with the existing allocation and benchmarking related to other housing programs and the implementation timeline.
- o **Technical Assistance:** The Hagerty Team monitors CDBG-DR Program updates including newly released guidance from HUD and the Federal Register. Our Team of subject matter experts

examines the guidance and provides expert analysis as to how the information impacts the program's implementation.

Hagerty offers this past performance both as evidence of our recent support for CDBG-DR Program implementation and understanding CDBG-MIT Program support. Further, this demonstrates integration of funding available across disaster recovery programs, including coordinating FEMA and HUD funding.

#### Reference

<b>Point of Contact</b>	David Gouin, Director 707-543-3300 dgouin@srcity.org
<b>Contract Term</b>	8/2018-Current
<b>Project Description</b>	CDBG-DR Needs Assessment, Action Plan, Implementation and Reporting

#### 4.3.1.3 Experience of Proposed Personnel

Hagerty understands that disaster recovery is a long-term process. Having supported the City of New Orleans following Hurricane Katrina, New York City (NYC) following Hurricane Sandy, Boulder County Colorado following the floods of 2013, the City of Santa Rosa following the Tubbs fire, and other state and local governments, we know the importance of building the right foundation to recovery policies, processes, and procedures is vital to positive results in the decades that follow. That starts with having the right senior leadership in place.

In the past five years, Hagerty has added several executives to our leadership team. **Notably, in 2017, our Executive Vice President, Brock Long, was confirmed by the US Senate to be Administrator of FEMA.** During his tenure, he coordinated the federal government's response to more than 144 Presidentially declared disasters, including hurricanes Maria and Irma. Mr. Long was also responsible for important policy changes in the emergency management community: the implementation of Community Lifelines, development FEMA Integration Team concepts that embed federal staff with local governments, and the passage of the *Disaster Recovery Reform Act* (DRRA). **After his tenure at FEMA, Mr. Long returned to Hagerty, where he now provides strategic guidance to our clients as our Executive Chairman.** In addition, Stan Gimont is an exceptional addition to the Hagerty leadership team.



#### Stan Gimont – Proposed Senior Advisor to the State

Stan Gimont, Hagerty's Senior Advisor for Community Recovery, is the former Deputy Assistant Secretary for Grant Programs at HUD. Between 2008 and 2019, Mr. Gimont was responsible for more than \$90 billion of supplemental disaster appropriations as well as annual CDBG funding distributed to more than 1,300 jurisdictions nationwide. He received the Presidential Rank Award (Meritorious Level) in 2015 for his performance managing federal programs.

At HUD, Mr. Gimont managed CDBG policy for over a decade and directly managed several of the Department's grant programs. From 2008 to 2019, Mr. Gimont edited every CDBG-DR Federal Register notice, and was directly involved with HUD's senior political management in setting HUD policy. In his decades with HUD, Mr. Gimont directly oversaw numerous grant programs, including Section 108 Loan Guarantees, CDBG-DR grants, the Neighborhood Stabilization Program, and the Entitlement Communities Program. He led all components of these programs, including policy development and interpretation activities, implementation of new initiatives, coordination with other HUD programs, and the management of Headquarters staff. He now lends his expertise to Hagerty and our clients and will serve as a key advisor to the State under this contract.

Hagerty presents the following reasons as to why our personnel are the right team for the State to assist in the development of a CDBG-MIT Program and consulting on the various activities involved in CDBG-MIT allocation:

- » The Hagerty Team presents unmatched subject matter expertise to the State in Brock Long and Stan Gimont.
  - While the FEMA Administrator, Mr. Long shepherded the creation of Community Lifelines as a way to manage response and recovery through the nation's most devastating disaster season in history. With the focus on Community Lifelines in the HUD CDBG-MIT Federal Register, no firm can match Hagerty's expertise in aligning the State's Program with a structure targeted at strengthening lifelines.
  - Stan Gimont provides the State access to the nation's preeminent expert in HUD funding for recovery and resilience. Mr. Gimont has managed the CDBG-DR Program directly with Grantees and has a mastery of both what works and more importantly, what does not work. Other firms can speak to HUD officials that were perhaps appointees with specific administrations, but none have the depth of technical expertise as Hagerty.
- » With the emphasis on FEMA's mitigation program in the CDBG-MIT Federal Register, Hagerty offers the County a deep expertise in FEMA's Hazard Mitigation Grant Program (HMGP).
  - Hagerty is currently supporting the California Governor's Office of Emergency Services (Cal OES) through a Hazard Mitigation Grant Program (HMGP) Program Management Office (PMO), providing technical assistance to the State and local applicants on grant applications, benefit-cost analysis (BCA), and program training. This effort supports the State in recovering from the significant fires of 2017 and 2018.
  - Hagerty recently guided the State of Alabama through an update of the State Hazard Mitigation Plan, which was unanimously approved by FEMA without comment on the first submission. The Hagerty Team led the State through the threat and hazard identification process and the resulting strategies to address those identified through actionable mitigation projects.
  - Hagerty maintains a deep relationship with South Carolina Emergency Management and a working knowledge of the State's HMGP program. We feel this existing working relationship specifically related to HMGP will augment any existing relationships the County maintains and contribute to a strong partnership in project selection.
- » Proven expertise developing Action Plans, Action Plan Amendments and Unmet Needs Assessments. Hagerty has developed Action Plans for Grantees across many different disasters to include New Orleans, New York City, North Carolina and unmet needs assessments in California. This includes developing plans in consolidated timeframes based on Federal Register release and being awarded by the client.

West Virginia can expect both Brock Long and Stan Gimont to be actively involved in the up-front strategy to map potential projects to Lifelines and the relevant threats to West Virginia and the surrounding region.

Stan Gimont will also perform a final review of the Action Plan prior to submission to HUD.

In addition to this project experience, Hagerty's proposed team members offer the following areas of expertise:

Personnel	Years of Experience	Disaster Recovery	HUD Programs	FEMA Mitigation Programs	FEMA Infrastructure Programs	Resilience Programs
Matt Hochstein	19	✓	✓	✓		✓
Brock Long	20	✓	✓	✓	✓	✓
Stan Gimont	32	✓	✓	✓	✓	✓
Mark O'Mara	15	✓	✓	✓	✓	✓
Laura Munafo	8	✓	✓	✓	✓	✓
Ari Renoni	10	✓	✓	✓	✓	✓
Jaimie Portelle	6	✓	✓	✓	✓	✓
Doug Ongie	11	✓	✓	✓	✓	✓
Katie Grasty	10	✓	✓	✓	✓	✓

In addition to the description of Mr. Gimont above, the following provides an overview of the qualifications of the Hagerty Team. Resumes for proposed key personnel are included as an attachment to this section.

**Matt Hochstein, Project Executive**, is a disaster recovery professional with 19 years of experience and expertise in disaster recovery grants and project management. An expert in emergency management, he led a 25-person team in FEMA's first multi-state/region catastrophic planning effort, designing the disaster response strategy for four FEMA regions and eight states. Mr. Hochstein also led the design of NYC's application for HUD's \$1 billion NDRC. He evaluated proposed infrastructure projects as a result of Hurricane Sandy and designed a work plan for the NYC Office of Recovery and Resilience (ORR) to submit the necessary designs for the competition, resulting in NYC being awarded \$176 million in competition funding. Mr. Hochstein serves as Project Executive for the City of Santa Rosa's recovery from the Tubbs Fires. In this role, he worked with the City and state to implement the CDBG-DR program, supporting housing programs, infrastructure match, and programmatic guidance.

**Brock Long, Community Lifelines Subject Matter Expert**, provides strategic direction and leadership to Hagerty's full complement of emergency management programs and professionals. He offers subject matter expertise for select projects and contributes to the growing body of knowledge in the emergency management community. **Mr. Long is the former Administrator of FEMA.** He has more than 18 years of experience assisting and supporting local, state, and federal governments to build robust emergency management programs nationwide. As the FEMA Administrator, Mr. Long served as the nation's principal advisor to the President, responsible for coordinating the entire array of federal government resources down through 50 states, 573 tribal governments, and 16 island territories to assist with executing disaster preparedness, mitigation, response, and recovery. He also previously served as the Director of Alabama's Emergency Management Agency.

**Mark O'Mara, Disaster Recovery Grants Subject Matter Expert**, is a highly skilled project manager and construction administration specialist, having worked on more than six presidentially declared disasters following hurricanes, tornadoes, severe winter storms, and flooding. His design and construction experience encompass technical architectural consultancy, financial documentation reconciliation, and policy advising. Recently, Mr. O'Mara's work has included providing extensive project management and grant program expertise for recovery efforts focused in the

Florida panhandle following Hurricane Michael. He also serves as the Project Manager and lead advisor to NYC for ongoing recovery and management of the \$15 billion Hurricane Sandy operation.

**Laura Munafo, Project Manager**, is an experienced emergency management consultant with eight years of experience. Most recently, Ms. Munafo has been supporting the State of Nebraska in the development of their CDBG Action Plan. Previously, she provided closeout oversight and review for the US Virgin Islands' use of FEMA and HUD recovery programs. For six years, she was Deputy Director of the New York State Governor's Office of Storm Recovery, where she facilitated recovery from Hurricane Sandy by organizing public engagement events, overseeing resilience grants, and facilitating coordination between units of government.

**Ari Renoni, Policy Lead**, is an emergency management professional with 10 years of experience working with government and international public organizations. He has a deep familiarity with federal policy, given his experience supporting Federal Emergency Management Agency (FEMA) projects for large urban areas recovering from natural disasters. Mr. Renoni helped New York City (NYC) recover from Hurricane Sandy by crafting innovative policy solutions—benefiting both FEMA and NYC.

**Jaimie Portelle, Program and Implementation Lead**, has six years of experience working with federally-funded disaster recovery, housing, and medical assistance programs. Her experience includes knowledge of federal eligibility rules, budget management, and intergovernmental coordination. She has special expertise in the CDBG-DR program and housing recovery. Recently, Ms. Portelle served as sole project manager for the Boulder County, Colorado, Temporary Rental Assistance and Uniform Relocation Act programs from July 2014 to December 2018. In this role, she tracked budgets, approved and processed payments to vendors, maintained file documentation and determined ongoing eligibility. Ms. Portelle has fostered positive working relationships with County Commissioners, Department Heads, community partners, and state and federal grantors.

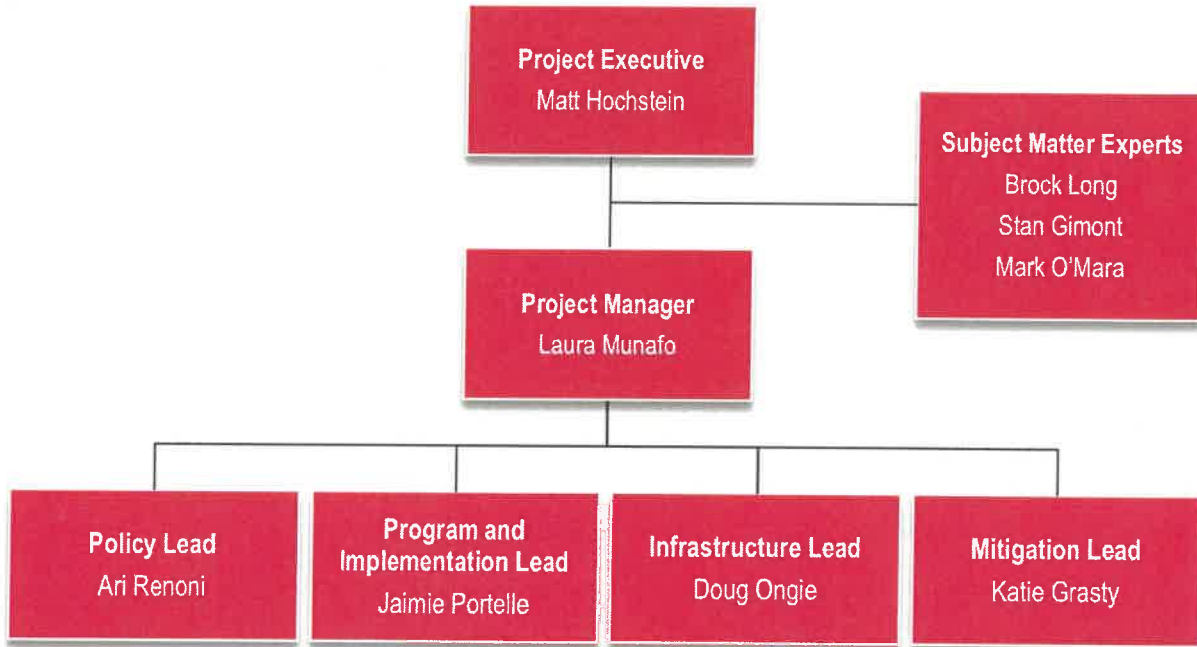
**Doug Ongie, Infrastructure Lead**, is an emergency management professional with expertise in environmental planning and disaster recovery. He has leveraged his background in GIS to lead building and environmental conditions assessments of over 250 properties. Mr. Ongie is also experienced in conducting Phase 1 Environmental Site Assessments (ESAs), evaluating historical property use impact on environment and/or human health, including effects on soil or groundwater. Skilled in disaster recovery, he has administered a \$15.2 million CDBG-DR grant for the acquisition of 54 residential properties damaged after the 2008 floods. Mr. Ongie also administered a CDBG grant for down payment assistance on 141 new homes through the Single-Family New Construction Program, and public service and public facility projects through the City of Iowa City's annual CDBG allocation. In addition, he has assisted with the development of Flood Mitigation Assistance (FMA) and HMGP applications for clients throughout the States of Colorado, Texas, and South Carolina.

**Katie Grasty, Mitigation Lead**, is a dedicated, committed professional with extensive federal grant program expertise and experience in program/grant management and supervision of staff. She has worked directly for the FEMA and US Department of Transportation (DOT), in both cases representing those agencies in the Hurricane Sandy recovery effort. At FEMA, she managed grant applications worth more than \$2 billion and led a team overseeing more than 1,200 grant applications. Ms. Grasty offers clients particular expertise in climate change policy and resilience. Ms. Grasty is detail oriented and recognized for her customer service skills, high quality of work, and leadership ability demonstrated through production of superior results.

### 4.3.1.4 Proposed Staffing Plan

Aligned with the needs of the State, Hagerty presents the following organizational chart. This is structured to offer both rapid subject matter expertise to the State and provide a structure for receipt and fulfillment of task order requests by the Hagerty team.

*Hagerty's Proposed Personnel Organization*



# RESUMES

# Matt Hochstein, PMP

Principal in Charge



## Education

- Master of Business Administration (MBA), Kenan-Flagler Business School, University of North Carolina
- Bachelor of Art, Government, Wesleyan University

## Relevant Highlights

- Led implementation strategy for \$200 million state CDBG-DR grant.
- Led 25 person team in FEMA's first multi-state/region catastrophic planning effort designing the disaster response strategy for four FEMA regions and eight states
- Serve as private sector liaison for National Emergency Management Association (NEMA) Mitigation Committee
- Designed and executed an assessment model to evaluate Northwestern University's emergency management organization and business continuity procedures
- Served on public/private sector stakeholder review committee for *A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action*
- Designed and facilitated five day planning workshop to integrate Presidential Policy Directive-8 with existing FEMA guidance – FEMA Regional Planning Guide and CPG 101, V 2.0
- Certified PMP
- HSEEP certified

## Professional Bio

Mr. Matthew Hochstein, certified Project Management Professional (PMP), is a skilled leader with extensive experience managing and delivering complex projects. The projects he has worked on have increased efficiency through re-designed business processes and transformed existing operating procedures to formulate comprehensive, strategic, and cost-effective solutions. Currently, he is working with the State of North Carolina to facilitate their Community Disaster Block Grant – Disaster Recovery (CDBG-DR) program to provide funding for Hurricane Matthew recovery. He has also recently provided grant management support for various other United States (US) government grants for clients such as New York City (NYC) in their recovery from Hurricane Sandy; Howard County, Maryland flood recovery; and Montgomery County, Maryland recovery planning. He has also worked directly with the federal government, providing technical assistance for the Individual Assistance (IA) grant program, catastrophic planning, and gap analysis.

Mr. Hochstein is an accomplished facilitator with experience guiding senior-level briefings, programmatic workshops, and policy implementation strategies. He has extensive experience in staffing and managing teams ranging in size to support federal, state, and local government engagements. Mr. Hochstein's achievements include leading a 25-person team in the Federal Emergency Management Agency's (FEMA's) first multi-state/region catastrophic planning effort designing the disaster response strategy for four FEMA regions and eight states.

Prior to Hagerty, Mr. Hochstein was a Manager of Strategy and Operations, where he served as the Deputy Program Manager for a Program Management Office (PMO) supporting a \$500 million software implementation. In that role, he re-designed several program processes including rolling out a re-designed business document review process training over 80 stakeholders. Mr. Hochstein has also completed the Department of Homeland Security (DHS) Exercise Evaluation Program (HSEEP) training.

## Relevant Project Experience

### Project Manager | State of North Carolina Hurricane Matthew Recovery | Hagerty Consulting, Inc.

- Led the design of the State's CDBG-DR Risk Assessment and Action Plan submission to the US Department of Housing and Urban Development (HUD). The Risk Assessment and Action Plan designed an organizational and implementation strategy for the \$200 million in CDBG-DR funding the state received following Hurricane Matthew. The Action Plan analysis included an Unmet Needs Assessment documenting the remaining economic impact to the state incorporating all federal disaster funds received to date. In addition, policies and procedures were developed to guide the implementation of all CDBG-DR Housing and Infrastructure programs.



# Matt Hochstein, PMP

Principal in Charge



## **Project Coordinator | NYC Hurricane Sandy Recovery | Hagerty Consulting, Inc.**

- Led the design of NYC Mayor's Office of Recovery and Resiliency (ORR) application for HUD's National Disaster Resilience Competition, a \$1 billion grant program.
- Support included evaluating proposed infrastructure projects as a result of Hurricane Sandy, comparing against HUD competition economic and housing requirements, and designing a work plan and organizational structure for ORR to obtain contractual support to submit the necessary designs for the competition. The project resulted in NYC being awarded \$176 million in competition funding.

## **Project Executive | Howard County Flood Recovery | Hagerty Consulting, Inc.**

- Responsible for delivery of Hagerty's Howard County Recovery contract. Hagerty is supporting Howard County, Maryland, following a flooding event impacting several areas of the County. While the recovery process is still ongoing, Hagerty has assisted the County in the formulation of 27 project worksheets (PWs) for a total of \$8.2 million, which is anticipated to rise to \$9-10 million. Hagerty also assisted with planning and strategizing Howard's claim for Federal Highway Administration (FHWA) funding for the repair of a damaged federal-aid road, which was not eligible for FEMA funding. Hagerty was able to accomplish this even though Howard faced continual pressure from FEMA to accelerate their PW development due to the fact that it was not a multi-county disaster. Hagerty was able to put in place a process that took into account FEMA's request for unusual expediency, while still ensuring that Howard received the funding they were entitled to and had the oversight/visibility into the development process they desired.

## **Project Manager | FEMA Catastrophic Disaster Readiness Planning and TA Engagement | Hagerty Consulting, Inc.**

- Served as Project Manager for FEMA's Catastrophic Disaster Readiness Planning and TA engagement.
- Delivered emergency operations plans (EOPs) for the FEMA's first multi-region, multi-state operational planning project on time and under budget.
- Plans identified national response strategy for a \$7.7 million New Madrid Seismic Zone (NMSZ) earthquake.
- Liaised between FEMA Headquarters and planning teams deployed to FEMA Regions and states regarding planning requirements and plan development.
- Designed and facilitated five-day planning workshop to integrate Presidential Policy Directive-8 with existing FEMA guidance – FEMA Regional Planning Guide and Comprehensive Preparedness Guide (CPG) 101, V 2.0.
- Implemented overall strategy and operational plan for Medicare Secondary Payer project. Firm selected as first Centers for Medicaid/Medicare Services (CMS) Recovery Audit Contractor (RAC).

## **Employment History**

**Hagerty Consulting, Inc.**, Vice President, 2015-Present

**Deloitte Consulting**, Manager, 2012-2015

**Hagerty Consulting, Inc.**, Director, 2011-2012

**Hagerty Consulting, Inc.**, Senior Managing Associate, 2008-2011

**Credit Suisse**, Assistant Vice President, 2007-2008

**Public Consulting Group, Inc.**, Senior Consultant, 2000-2005

# William “Brock” Long, CEM

## Community Lifelines SME



### Education

- Executive Leadership Program, US Naval Postgraduate School/Center for Homeland Defense and Security
- Master of Public Administration/Government Public Management (MPA), Appalachian State University
- Bachelor of Science, Criminal Justice, Appalachian State University

### Relevant Highlights

- Former Administrator of the Federal Emergency Management Agency
- Former Director of the Alabama Emergency Management Agency
- Alabama Incident Commander for the BP Deepwater Horizon Oil Rig Incident
- Received “Outstanding Achievement and Dedication to FEMA” awards, 2002-2004
- National Hurricane Program Manager for FEMA Region IV and Evacuation Study Lead
- Former Alabama State Coordinating Officer for state declared disaster events
- USDOT/FEMA Evacuation Liaison Team Leader
- FEMA National Integration Center, Evacuation Subject Matter Expert
- Certified Local Emergency Manager (Alabama)
- NEMA Private Sector Committee Chairman, 2013-2015

### Professional Bio

Mr. William “Brock” Long, former Administrator of the Federal Emergency Management Agency (FEMA), has more than 18 years of experience assisting and supporting local, state, and federal governments to build robust emergency management and public health preparedness programs nationwide. He specializes in strategic planning, Homeland Security Exercise and Evaluation Program (HSEEP) exercises, evacuation, public safety, recovery management, and response logistics.

As the FEMA Administrator, Mr. Long served as the nation’s principal advisor to the President, responsible for coordinating the entire array of federal government resources down through 50 states, 573 tribal governments, and 16 island territories to assist with executing disaster preparedness, mitigation, response and recovery. Prior to this role, he served as the Director of Alabama’s Emergency Management Agency, where he acted as the State Coordinating Officer for 14 disasters, including eight Presidential, six state declared events, and two events of national significance. Concurrently, he served on the FEMA National Advisory Committee advising the sub-committee for response and recovery. During the nationally significant BP Deepwater Horizon Oil Rig Incident, Mr. Long served as the on-scene Incident Commander for the Alabama Unified Command.

Mr. Long has been called upon twice to testify before the United States (US) Congress regarding response to, and recovery from, catastrophic events. His opinion has been sought by numerous media outlets including CNN, FOX Network, the Associated Press, and the Weather Channel. He also has authored or contributed to several publications related to emergency preparedness.

Mr. Long provides strategic direction and leadership to Hagerty’s full complement of emergency management programs and professionals. He offers subject matter expertise for select projects and contributes to the growing body of knowledge in the emergency management community. Mr. Long has also led over 50 projects across the nation ranging from active threat scenario exercises with universities to designing complex multi-jurisdictional all hazard evacuation plans for major Urban Area Security Initiative (UASI) designated jurisdictions.

### Relevant Project Experience

#### FEMA Administrator (2017-2019)

- Directed the US Fire Administration, The Center for Domestic Preparedness, Emergency Management Institute, and National Domestic Preparedness Consortium, responsible for establishing and improving competencies of officials within public safety at all levels of government charged with protecting against, responding to, and recovering from emergencies.
- Led 21,000 diverse and dedicated public servants and executed a multi-billion-dollar operating budget (\$15.9 billion annual appropriation/more than \$44 billion Disaster Relief Fund).

# William “Brock” Long, CEM

## Community Lifelines SME



- Coordinated the federal government's response to over 144 Presidentially declared disasters and 112 wildfires, including 3 of the nation's most devastating hurricanes and 5 of the worst wildfires ever experienced.
- Spearheaded the inclusive design process and implementation of FEMA's first "Whole Community" five-year strategic plan.
- Implemented the "Not on My Watch" campaign and established the Office of Professional Responsibility to combat and eradicate sexual harassment and improper hiring practices while reinforcing equal rights and ensuring a safe and diverse workforce environment.
- Rapidly transformed the agency's business enterprise by implementing innovating Community Lifeline and FEMA Integration Team (FIT) concepts to strengthen private/public partnerships, and to permanently embed full time staff within state and tribal governments to better meet constituent needs.
- As the direct result of 12 influential Congressional testimonies, Congress passed the Disaster Recovery Reform Act that made Pre-Disaster Mitigation a national priority, provided meaningful changes to the FEMA workforce, and bolstered state and local emergency management capability.
- Executed the National Flood Insurance Program (\$1.3 trillion exposure/5 million policy holders) and implemented cutting-edge reinsurance capital market concepts that saved taxpayers approximately \$1 billion during Hurricane Harvey.
- On behalf of the White House, ensured continuity for the entire Executive Branch of government, and preserved the nation's ability to make sure government mission essential functions continue regardless of any threat or emergency.

### **Region IV National Hurricane Program Manager | FEMA Region IV Hurricane Plans | FEMA**

- Provided hurricane emergency planning, preparedness, and response technical assistance to decision-making officials at all government levels in Region IV (Kentucky, North Carolina, South Carolina, Georgia, Florida, Alabama, and Mississippi).

### **Statewide Emergency Planner/Hurricane Specialist | Office of the Governor | Georgia Emergency Management Agency (GEMA)**

- Supervised local emergency operations plans for 55 county governments in South Georgia and served as Georgia Emergency Management Agency (GEMA) responder for various disasters, states of emergency, and federal disaster declarations.

### **Statewide Emergency Planner/Hurricane Specialist | Office of the Governor | GEMA**

- Provided training, technical assistance, and incident response to education officials, public safety professionals, and citizens of Georgia on the issues of school safety and terrorism for 70 counties, including training courses in the areas of Emergency Operations Planning, Crisis Response and Recovery, Bomb Threat Management, and Visual Weapons Screening for schools. Mr. Long also assisted local public safety officials in exercise design and facilitation of full-scale emergency drills involving schools and served as a Terrorism/School Violence class instructor for School Resource Police Officers at the Georgia Public Safety Training Center as a Georgia Public Safety Certified Instructor.

## **Employment History**

**Hagerty Consulting, Inc.**, Executive Chairman, 2019-Present

**Federal Emergency Management Agency**, Administrator, 2017-2019

**Hagerty Consulting, Inc.**, Executive Vice President, 2011-2017

**Alabama Emergency Management Agency**, Director, 2008-2011

**Beck Disaster Recovery, Inc.**, Southeast Regional Director, 2007-2008

**Federal Emergency Management Agency**, Hurricane Program Manager, 2001-2006

**Georgia Emergency Management Agency**, Statewide Planner/School Safety Coordinator, 1999-2001

## Education

- Senior Managers in Government Program, Harvard Kennedy School of Government
- Master of Public Administration, George Washington University
- Bachelor of Art, Public Affairs, George Washington University

## Relevant Highlights

- Seventeen years of highly successful experience managing disaster recovery and community
- Recipient of the Presidential Rank Award (Meritorious Level) for his service in the US Government
- Extensive experience working with the Department of Housing and Urban Development
- During projects, at times responsible for +140 staff members and more than \$90 billion of supplemental appropriations after disasters
- Directly involved in setting policy for CDBG program

## Certifications

- Certified Economic Development Professional, National Development Council, 1991

## Professional Bio

For nearly 30 years, Mr. Stanley Gimont has been at the center of the US Department of Housing and Urban Development (HUD) Community Development Block Grant program (CDBG). After beginning his career as a Presidential Management Intern at HUD, Stanley has dedicated his career to HUD and the CDBG program. Stanley has served as Director or Deputy Director of several HUD programs, including the Section 108 Grant Program, the Entitlement Communities Program, CDBG-DR (-Disaster Recovery), and the Neighborhood Stabilization Program. He has been at the center of policy development and change at HUD and has edited every CDBG-DR Federal Register Notice since 2008. Stanley is also an experienced manager of personnel and funds: as Deputy Assistant Secretary, he was responsible for 140 staff members, \$4 billion of annual appropriations, and \$90 billion of supplemental appropriations following disasters.

## Relevant Project Experience

### Deputy Assistant Secretary for Grant Programs | CDBG Grant Program Management HUD

- Managed 140 professionals responsible for all facets of the CDBG program, the HOME Investment Partnership program, and HUD's environmental compliance efforts.
- Oversaw \$4 billion of annual appropriations distributed to more than 1,300 jurisdictions nationwide.
- Was responsible for the CDBG-DR supplemental appropriations for long-term disaster recovery with a portfolio of more than 120 open grants and more than \$90 billion of available funds.
- Edited all CDBG-DR Federal Register notices from 2008-2019 and was directly involved in setting policy.
- Represented HUD to outside stakeholders, including the Office of Management and Budget, House and Senate staff, and partner agencies such as the Federal Emergency Management Agency (FEMA), the Recovery Support Function Leadership Group, the Mitigation Federal Leadership Group, and the Federal Permitting Improvement Steering Council.

### Director, Office of Block Grant Assistance | Block Grant Assistance Program HUD

- Managed all components of HUD's CDBG program including Entitlement Communities and State programs, the Section 108 loan guarantee program, CDBG-DR grants, and the Neighborhood Stabilization Program.
- Oversaw the National Disaster Resilience Competition conducted between 2014-2016. He coordinated within HUD, working with the Office of General Counsel, Chief Financial Officer, and Policy Development and Research to implement effective programs that deliver benefits to low- and moderate-income communities across the nation.

# Stanley Gimont, MPA

CDBG SME



## **Director, CDBG Entitlement Program | CDBG Entitlement Program HUD**

- Focused on policy development and interpretation activities, implementation of new initiatives, coordination with other HUD programs, and management of Headquarters staff providing program guidance to HUD field staff and grantees.

## **Deputy Director, Section 108 Loan Guarantee Program | Section 108 Loan Guarantee Program HUD**

- Worked with a Wall Street-based underwriting group to finance Section 108 guaranteed loans through public offerings, managed loan portfolio management staff, and resolved findings on major Inspector General audits related to projects in Cleveland and Los Angeles.

## **Employment History**

**Hagerty Consulting, Inc.**, Senior Advisor for Community Recovery, 2019-Present

**HUD**, Deputy Assistant Secretary for Grant Programs, 2016-2019

**HUD**, Director, Office of Block Grant Assistance, 2008-2016

**HUD**, Director, Entitlement CDBG Program, 2004-2006

**HUD**, Deputy Director, Section 108 Loan Guarantee Program, 2002-2004

**HUD**, Multifamily Housing Specialist, 2001-2002

**HUD**, Senior Financial Analyst, 1993-2001

**HUD**, CPD Specialist, 1989-1993

**HUD**, Presidential Management Intern, 1987-1989

### Education

- Bachelor of Art, Architecture, University of Tennessee

### Certifications

- Certified LEED Accredited Professional, Building Design and Construction, United States Green Building Council
- Certified Construction Documents Technologist, Construction Specifications Institute
- Construction Specifications Certification

### Relevant Highlights

- Performed recovery efforts for six presidential disaster declarations including hurricanes, tornadoes, floods, and severe winter storms/snowfall
- Disaster recovery experience with hurricanes Katrina and Sandy
- NYC Department of Parks and Recreations Capital Division Team Lead
- Maximized eligible reimbursement for approximately 125 project worksheets, totaling \$850 million
- Experience with pre-construction estimation and management

### Professional Bio

Mr. Mark O'Mara is a highly skilled project manager and construction administration specialist, having worked on six presidentially declared disasters following hurricanes, tornadoes, severe winter storms, and flooding. His design and construction experience encompass technical architectural consultancy, financial documentation reconciliation, and policy advising. Mr. O'Mara's experience includes the design and construction of multi-million-dollar buildings in the private sector, and he utilizes his expertise to help communities rebuild after disasters. He has been instrumental in the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program, holding more than five years of experience in examining projects, developing damage descriptions, cost estimates, advice on future actions, and appropriate funding documentation.

### Relevant Project Experience

#### **Project Manager | New York City (NYC), Hurricane Sandy Recovery | Hagerty Consulting, Inc.**

- Managed and oversaw a team of engineers, architects, analysts, and cost estimators in the data collection, development, and formulation of FEMA PA grants, capturing approximately \$1.1 billion of costs incurred by the New York City (NYC) Department of Parks and Recreation (DPR or Parks) as a direct result of Hurricane Sandy.
- Advised NYC on grants including: FEMA PA, 428 PA Alternative Procedures Pilot Program, 406 Hazard Mitigation, 404 Hazard Mitigation Grant Program (HMGP) and the Department of Housing and Urban Development (HUD) Community Development Block Grant Disaster Recovery (CDBG-DR) Program.
- Proactively developed procedures to ensure complete damage cost capturing (force account labor, contract, etc.), 406 Hazard Mitigation Proposals, project scope and procurement compliance, and project payment request grant draw downs. Completed detailed reconciliation of Hurricane Sandy expenditures for strict fiscal management.
- Directly increased the NYC's FEMA PA funding by more than \$450 million.

#### **FEMA PA Grants Development / Project Specialist | NYC, Hurricane Irene Recovery | Hagerty Consulting, Inc.**

- Assessed and oversaw over \$50 million in Project Worksheet (PW) grants.
- Advised large public institutions, jurisdictions, and municipalities of FEMA PA eligibility requirements. Developed damage descriptions, scopes of work, cost estimates, mitigation proposals, and construction schedules to advise FEMA on future actions and appropriation of funding.
- Performed detailed eligibility reviews of public sector applicant's financial documentation of disaster-related costs including force account payroll, invoices, purchase orders, quotes, proofs of payment, and contracts. Specialized in healthcare, private non-profits, and higher education facilities.

# Mark O'Mara

## Disaster Recovery Grants SME



### **FEMA PA Grants Development / Project Specialist | Alabama Severe Storms | Dewberry**

- Developed damage descriptions, scopes of work, cost estimates, mitigation proposals, and 50 percent rule calculations to advise FEMA on future actions and appropriation of funding.
- Developed innovative design and funding solutions to allow community tornado shelters to be funded through the FEMA PA 406 mitigation program and the 404 HMGP. Specialized in K-12 education facilities and tornado shelters.

### **FEMA PA Grants Development / Project Specialist | New York Severe Storms Recovery | State of New York**

- Developed damage descriptions, scopes of work, cost estimates, and mitigation proposals to advise FEMA on future actions and appropriation of funding.
- Worked closely with Environmental and Historical Preservation (EHP) teams to ensure project compliance and conformance to all applicable federal, state, and local laws.

### **FEMA PA Grants Development / Project Specialist | Illinois Snow Event | Dewberry**

- Developed damage descriptions, scopes of work, and cost estimates for Categories A and B projects.
- Successfully secured all documentation for substantiation for projects in Category A and B. Total obligation was more than \$6 million.

### **FEMA PA Grants Development / Project Specialist | Mississippi Hurricane Katrina**

- Assessed and oversaw over \$250 million in PW grants.
- Developed innovative methods of determining eligible reimbursement for Applicants with limited or completely missing documentation allowable under the Stafford Act and supplemental policy.
- Developed damage descriptions, scopes of work, cost estimates, mitigation proposals, and 50 percent rule calculations to advise FEMA on future actions and appropriation of funding.
- Advised large public institutions, jurisdictions, and municipalities of FEMA PA eligibility requirements. Specialized in K-12 education facilities.

## **Employment History**

**Hagerty Consulting, Inc.**, Recovery Sales Manager / Project Manager, 2013-Present

**Cannon Design**, Project Manager, 2008-2013

**Dewberry**, Architectural Consultant, 2005-2012

**Alliance Management Services**, Architectural Consultant, 2005-2006

# Laura Munafo

## Project Manager



### Education

- Bachelor of Art, Political Science, York College of Pennsylvania

### Relevant Highlights

- National Incident Management System: 100, 200, 300, 400, 700, 800
- Planning Section Chief
- Community Emergency Response Team (CERT)
- Incident Management System (IMS)
- Smartsheet
- Grant Development
- CDBG-DR
- Project Closeout
- Contract Management

### Professional Bio

Ms. Laura Munafo is an experienced emergency management consultant with over 10 years of experience. Ms. Munafo has worked in an array of roles throughout her career that has given her a diverse experience in oversight and contract management, grant development, and project development and implementation. She most recently provided her subject matter expertise to assist in the development of grant applications, invoice review, and development of procedures for the United States Virgin Islands.

### Relevant Project Experience

#### Disaster Recovery Manager | Hagerty Consulting

- Assisted in the development of the State of Nebraska's Community Development Block Grant - Disaster Recovery (CDBG-DR) Action Plan.
- Prepared and reviewed CDBG-DR and CDBG-Mitigation (MIT) training material for sub-grantees.
- Assist in the preparation of the City of Santa Rosa CDBG-DR Multi-family Housing Monitoring Plan.

#### Subject Matter Expert Construction Closeout | United States Virgin Islands

- Reviewed contractors' invoices on behalf of the Virgin Islands Housing Finance Authority for the Federal Emergency Management Agency (FEMA) Sheltering and Temporary Essential Power (STEP) Program.
- Prepared and maintained a guidance and policy tracker for the STEP Team.
- Subject Matter Expert Infrastructure | United States Virgin Islands
- Responsible for oversight and contract management of the United States Virgin Islands hurricane Irma and Maria Infrastructure Recovery Program; Electrical Repairs Program; Resiliency and Repair Program; and the Local Match Program.
- Responsible for the build out of the United States Virgin Islands Local Match Program. Responsible for the development and execution of program policies and procedures.
- Assisted in the development of grant applications and necessary CDBG-DR documents. Provided guidance to the United States Virgin Islands on infrastructure projects.

#### Deputy Director | Infrastructure and the New York Rising Community Reconstruction Program | New York State Governor's Office of Storm Recovery

- Organized and executed both planning committee meetings and large-scale public engagement events, delivering presentations and leading meetings, as appropriate.
- Responsible for the organization and management of 23 community-based planning committees across communities in Nassau and Suffolk County, totaling over 200 community members.
- Liaised with and built coalitions among key stakeholders, including community leaders/advocates; municipalities; and city, state, and federal agencies and elected officials.



# Laura Munafò

## Project Manager



- Responsible for the oversight and contract management of eight interdisciplinary planning teams. Supported project and program development and implementation, as appropriate.
- Helped implement and establish timelines through community outreach in each area. At each milestone, which was defined by the planning committee, public outreach was conducted by means of open house and public information sessions.
- Responsible for developing and implementing community-driven resiliency projects and programs that emerged from the planning committees, totaling \$350 million.
- Responsible for the management of grant consultants and provided oversight and assurance that scope of the program and polices are accomplished.
- Provided direction and coordination to the local governments in Nassau County consistent with the recovery framework agreed upon by the United States Department of Housing and Urban Development (HUD) and the New York State Governor's Office of Storm Recovery.
- Contributed to the design and development of Rebuild by Design: Living with the Bay (LWTB) Project funded through HUD.
- Served as the program manager of LWTB, which included over 50 federal, state, and local stakeholders. Managed 17 projects within the LWTB project.
- Oversaw the design and development of microgrid projects through the State of New York.

## Employment History

**Hagerty Consulting, Inc.**, Disaster Recovery Manager, 2020-Present

**Witt O'Brien's**, CDBG-DR Subject Matter Expert, 2019-2020

**New York Governor's Office of Storm Recovery**, Deputy Director, 2013-2019

**Nassau County, New York, Emergency Management**, Community Services Representative, 2012-2013

**Nassau County Executive's Office**, Executive Assistant, 2010-2012

### Education

- Master of Public Administration, Maxwell School of Public Affairs, Syracuse University
- Master of Art, International Affairs, Maxwell School of Public Affairs, Syracuse University
- Bachelor of Art, International Relations and Sociology, Geneseo State University of New York

### Relevant Highlights

- Deputy Policy Team Lead for NYC client supporting \$9.5 billion in FEMA Public Assistance (PA)
- Expert in FEMA PA policy and experienced in other federal programs
- Project management experience with teams from three to 110 staffers

### Professional Bio

Mr. Ari Renoni is an emergency management professional with 10 years of experience working with government and international public organizations. He has a deep familiarity with federal policy, given his experience supporting Federal Emergency Management Agency (FEMA) projects for large urban areas recovering from natural disasters.

Since 2014, Mr. Renoni has helped New York City (NYC) recover from Hurricane Sandy by crafting innovative policy solutions in the recovery from Hurricane Sandy – benefiting both FEMA and NYC. These include helping NYC obtain about \$9 billion in FEMA Public Assistance (PA) funding across over 1,200 projects, a major portion of which incorporate hazard mitigation projects that will save future disaster costs.

### Relevant Project Experience

#### Deputy Policy Team Lead | NYC Sandy Recovery

- Support NYC's Office of Management and Budget (OMB) in administering FEMA PA grants for Hurricane Sandy recovery across 54 NYC agencies and more than 800 projects citywide by providing policy analysis and technical support in managing \$9 billion of FEMA PA recovery funding through OMB.
- Supported the project management team of a 50-person project management office established to direct NYC's \$13.5 billion Hurricane Sandy recovery.
- Lead author on many disaster recovery policy recommendations and arguments presented to FEMA, the State of New York on behalf of NYC, and congressional leaders.
- Negotiated implementation of FEMA's Section 428 PA Alternative Procedures (PAAP) Program, resulting in almost \$6 billion of PA funding in NYC.
- Directly advised senior management of NYC on implementation of the City's financial recovery from Hurricane Sandy.

#### Project Manager | Brunswick-Glynn County Joint Water & Sewer Commission, Georgia

- Led initial hazard mitigation project strategy to re-open the Commission's PA application to consider eligible Section 406 mitigation funding – previously denied by FEMA.
- Advised the Commission on eligible mitigation projects to identify the most potential mitigation funding available.
- Guided project to expand to support the Commission's Hurricane Irma recovery, and transitioned lead responsibilities to a new Project Manager, but maintain backup support.

# Ari Renoni, MPA

Policy Lead



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## **FEMA Policy Specialist | Replacement of Damaged Equipment | Baton Rouge, Louisiana, Food Bank**

- Drafted successful policy memo to have FEMA fund the full replacement of damaged equipment rather than only used equipment
- General policy advice for numerous client engagements in Texas, California, South Carolina, Maryland, and Florida

## **Employment History**

**Hagerty Consulting, Inc.**, Deputy Director, Recovery Programs, 2017-current

**Hagerty Consulting, Inc.**, Senior Managing Associate, 2014-2017

**UN World Food Program (WFP)**, Program Consultant, 2013-2014

**UNICEF Eastern/Southern Europe and Central Asia**, HIV/AIDS Program Consultant, 2013 (part-time)

**Maxwell School Center for Policy Research**, Graduate Assistant, 2011-2013

**Ministry of Education – Sitopogo Combined School**, Mathematics Teacher, Namibia, 2010

**SUNY Research Foundation Center for International Development**, Research Assistant, 2008-2009

# Jaimie Portelle

## Project Manager



### Education

- Bachelor of Art, Mary Baldwin College

### Relevant Highlights

- Monitored more than \$14 million in grants across several programs.
- Experience coordinating with government and community stakeholders to determine cost-effective, long-term solutions.
- Experience troubleshooting and managed complex processes.
- Team member of National Association of Counties award-winning projects: Home Access Program, 2016 and Flood Recovery Home Buy Out, 2017

### Professional Bio

Ms. Jaimie Portelle has six years of experience working with federally funded disaster recovery, housing, and medical assistance programs. Her experience includes knowledge of federal eligibility rules, budget management, and intergovernmental coordination. She has special expertise in the Community Development Block Grant-Disaster Recovery (CDBG-DR) program and housing recovery.

Recently, Ms. Portelle served as sole project manager for the Boulder County, Colorado, Temporary Rental Assistance and Uniform Relocation Act programs. In this role, she tracked budgets, approved and processed payments to vendors, maintained file documentation and determined ongoing eligibility. Ms. Portelle has fostered positive working relationships with County Commissioners, Department Heads, community partners, and state and federal grantors.

### Relevant Project Experience

#### Flood Recovery Specialist, Intergovernmental Program Coordinator | Boulder County Commissioners' Office

- Tracked and monitored \$12 Housing Assistance Program budgets for the CDBG-DR program.
- Facilitated housing project planning and implementation with team members providing subject matter expertise and leadership, evaluating projects and resolving issues.
- Reviewed and evaluated over 150 projects for compliance with CDBG-DR federal regulations developing appropriate project documentation and ensuring accurate implementation.
- Coordinated and planned with state and local partners on housing project eligibility and viability.
- Assisted in completing Boulder County's Unmet Needs Assessment determining funding gaps and continued housing needs for residents.
- Served as sole project manager for the Temporary Rental Assistance and Uniform Relocation Act programs. Tracked budgets, approved and processed payments to vendors, maintained file documentation, and determined ongoing eligibility.
- Assessed housing needs for displaced residents determining assistance eligibility and planned long-term housing needs.
- Provided assistance and guidance in compliance with CDBG-DR regulations for Home Rehab, Home Access and Temporary Rental Assistance while conducting all intake and eligibility determinations for over 500 applicants.
- Flood Recovery Intake Specialist I | Boulder County Department of Housing and Human Services
- Assisted in the development and implementation of the Boulder County CDBG-DR program.

# Jaimie Portelle

## Project Manager



- Developed procedures and guidelines on the application of federal rules and regulations for use by Boulder County staff.
- Trained staff and case managers on new processes and guidance.
- Conducted monthly meetings with team members.
- Responsible for improving overall workflow and relationships with community-based organizations and landlords.
- Reviewed and processed applications, approving and denying as appropriate while maintaining audit compliant case records.
- Managed the Housing Stabilization Program finding long-term, viable solutions for low-income residents.
- Tracked \$2.8 million in housing budgets for three different programs.

### **Benefit Programs Specialist III | Louisa, Virginia, County Department of Human Services**

- Served as unit team lead ensuring efficient and punctual case work, evaluated cases for accuracy and authorized benefits.
- Led team meetings providing policy changes, delegated work and served as the point of contact for any conflicts.
- Determined client eligibility for ongoing assistance in compliance with federal regulations for the Food Stamps and Medicaid programs.
- Assisted clients in determining housing needs and budgets.
- Maintained caseload of more than 75 cases while serving as team lead, agency liaison; provided monthly reports to department Director.
- Provided technical support to staff and leadership to staff.

### **Legal Secretary | Rae H. Ely and Associates**

- Drafted legal correspondences and court documents and filing all documents and legal proceedings correctly
- Responsible for handling all incoming phone and email inquiries and organization of case files

## **Employment History**

**Hagerty Consulting, Inc.**, Managing Associate, July 2019-Present

**Boulder County, Colorado, Board of Commissioners**, Flood Recovery Specialist, Intergovernmental Program Coordinator, 2017-2019

**Boulder County, Colorado, Department of Housing and Human Services**, Flood Recovery Program Assistant, 2014-2017

**Louisa, Virginia, Department of Human Services**, Benefits Program Specialist III, 2012-2014

**Rae H. Ely and Associates**, Legal Secretary, 2012-2013

# Doug Ongie

## Infrastructure Lead



### Education

- Master of Science, Urban and Regional Planning, Concentrations in Land Use, Environmental Planning, and GIS, University of Iowa
- Bachelor of Art, Political Science, University of Iowa

### Relevant Highlights

- Served as the CDBG-DR Project Lead for a \$23.5 million grant
- Administered a \$2 million CDBG-DR grant for flood-impacted businesses
- Prepared environmental reviews for compliance with NEPA
- Administered \$2.4 million in State Jumpstart disaster grant assistance programs for flood survivors
- Co-Authored *Planning for Action, Neighbors for Improving Miller-Orchard*
- Skilled in Microsoft Word, Excel, PowerPoint, Access, Publisher, SharePoint, ArcGIS, Survey 123, and Adobe Lightroom

### Professional Bio

Mr. Doug Ongie is an emergency management professional with expertise in environmental planning and disaster recovery. He has leveraged his background in geospatial information systems (GIS) to lead building and environmental conditions assessments of over 250 properties. Mr. Ongie is also experienced in conducting Phase 1 Environmental Site Assessments (ESAs), evaluating historical property uses' impact on environment and/or human health, including effects on soil or groundwater. Skilled in disaster recovery, he has administered a \$15.2 million Community Development Block Grant Disaster Recovery (CDBG-DR) grant for the acquisition of 54 residential properties damaged after the 2008 floods. Mr. Ongie also administered a CDBG grant for down payment assistance on 141 new homes through the Single-Family New Construction Program, and public service and public facility projects through the City of Iowa City's annual CDBG allocation. In addition, he has assisted with the development of Flood Mitigation Assistance (FMA) and Hazard Mitigation Grant Program (HMGP) applications for clients throughout the States of Colorado, Texas, and South Carolina. Mr. Ongie holds a Master of Science in Urban and Regional Planning and a Bachelor of Arts in Political Science from the University of Iowa.

### Relevant Project Experience

#### Environmental Planner | Impact7G, Inc. | Iowa City, IA

- Led a team to assess current building and environmental conditions of 267 properties in downtown Burlington, Iowa using the Collector for ArcGIS application as part of an EPA Brownfields Area-Wide Planning Grant.
- Assisted with the preparation of two Environmental Protection Agency (EPA) Brownfields Assessment Grants in 2017.
- Conducted Phase 1 Environmental Site Assessment investigations and report preparation.
- Developed a new Impact7G service focused on community and disaster recovery resilience planning.

#### Disaster Recovery Specialist | Tetra Tech | Various Locations

- Served as the CDBG-DR Project Lead for Richland County, South Carolina on a \$23.5 million grant. Responsibilities included preparing environmental reviews for all activities to ensure compliance with the National Environmental Policy Act (NEPA), setup and implementation of a residential rehabilitation and replacement program, business assistance program, and an infrastructure project that will make the county more resilient to future disasters.
- Served as a CDBG-DR Project Lead providing technical assistance, policy guidance, application support, and project implementation oversight for Boulder County, Colorado.

# Doug Ongie

## Infrastructure Lead



- Supported the development of applications totaling over \$11 million in the Round 1 CDBG-DR allocation for Boulder County.
- Assisted with the development of FMA and HMGP applications for clients in Colorado, Texas, and South Carolina.
- Provided program support and data management for FEMA Public Assistance (PA) projects.

### **Associate Planner, Community Development Division | City of Iowa City | Iowa City, IA**

- Administered a \$15.2 million CDBG-DR grant for the acquisition of 54 residential properties damaged after the 2008 floods, a \$2 million CDBG grant for flood-impacted businesses offering rental assistance and loan interest supplements, a CDBG-DR grant for down payment assistance on 141 new homes through the Single Family New Construction Program, and public service and public facility projects through the City's annual CDBG allocation.
- Administered \$2.4 million in State Jumpstart disaster grant assistance programs for flood survivors offering repair assistance, interim mortgage assistance, and down payment assistance.
- Prepared disaster grant budgets and draw requests.
- Created maps for the 2013 Iowa City Sustainability Assessment, UniverCity Partnership Program, Affordable Housing Location Model, and Single-Family New Construction Program.
- Prepared responses to complaints from the public submitted to City Council, political offices, and the State agencies.
- Represented the City on the Johnson County Long-term Recovery Committee.
- Attended disaster recovery meetings held by the Iowa Economic Development Authority and the Rebuild Iowa Office.

## **Employment History**

**Hagerty Consulting Inc.**, Recovery Manager, 2019-Present

**Impact7G, Inc.**, Environmental Planner, 2017-2019

**Tetra Tech**, Disaster Recovery Specialist, 2014-2017

**City of Iowa City**, Associate Planner, 2009-2014

### Education

- Master of Science, Planning, Duke University
- Bachelor of Science, Urban Studies and Planning, Radford University

### Relevant Highlights

- Grant Application Management
- Cross-jurisdictional coordination
- Project Management
- Co-author of the Department of Transportation Climate Adaptation and Sustainability Plan
- CDBG-DR experience

### Professional Bio

Ms. Katie Grasty is a dedicated, committed professional with extensive federal grant program expertise and experience in program/grant management and supervision of staff. She has worked directly for the Federal Emergency Management Agency (FEMA) and US Department of Transportation (DOT), in both cases representing those agencies in the Hurricane Sandy recovery effort. At FEMA, she managed grant applications worth more than \$2 billion and led a team overseeing more than 1,200 grant applications. Ms. Grasty offers clients particular expertise in climate change policy and resilience. Ms. Grasty is detail oriented and recognized for her customer service skills, high quality of work, and leadership ability demonstrated through production of superior results.

### Relevant Project Experience

#### Senior Program Manager | FEMA Hazard Mitigation

- Managed grant applications totaling over \$2 billion in federal funding for flood, fire, and earthquake hazard mitigation projects throughout the U.S. Supervised technical assistance, application development, and grant management teams which produce recommendations and monitor over 1,200 grant applications.
- Used quality improvement principles to analyze and expedite processes and simultaneously eliminate errors.
- Ensured the Region meets and surpasses all financial metrics by developing cost and time-saving standard operating procedures (SOPs).
- Built grant management capacity at state and local level by researching, designing and delivering technical assistance and training programs for hundreds of employees, including Public Assistance Grants Manager training during Hurricane Harvey recovery.
- Coordinated with other federal, state and local agencies, including Housing and Urban Development (HUD) and Federal Highway Administration (FHWA), to help communities identify potential projects and collaborate on funding opportunities.
- Cultivated internal and external partnerships through planning, organizing, and executing complex and diverse communication strategies to carry out public affairs activities on behalf of FEMA.

#### Policy Analyst | United States. DOT

- Served as the DOT representative to the Hurricane Sandy Rebuilding Task Force and helped coordinate all Sandy recovery funding, including FEMA Mitigation, Army Corps of Engineers, HUD Community Development Block Grant Disaster Recovery (CDBG-DR) and FHWA Emergency Relief (ER) projects.
- Spearheaded the Department's disaster recovery and resiliency efforts following Hurricane Sandy by drafting policy guidance and coordinating within the Department and with other Federal agencies to incorporate disaster recovery and climate change resiliency approaches into programs and projects.



# Katie Grasty

Mitigation Lead



- Co-authored DOT's Climate Adaptation Plan and Sustainability Plan and managed climate change resiliency pilot projects.

## **Government Affairs Specialist-Special Detail | Hurricane Sandy | FEMA**

- Responded to requests from White House Intergovernmental Affairs to assist with outreach to state and local officials, volunteer groups, and community members immediately following the storm.
- Served as a high-level advisor to top agency staff on situational awareness and critical needs.
- Facilitated all emergency requests for aid from elected officials throughout Brooklyn.

## **Project Manager | Winafrique Technologies**

- Developed a climate change and renewable energy policy guidance document and Greenhouse Gas Inventory for the Kenyan Government.
- Managed applications for Certified Emission Reductions for Clean Development Mechanism projects under the Kyoto Protocol.
- Prepared company position papers on climate change and renewable energy in Africa and proposed innovative projects.
- Established lasting relationships and facilitated communication with contractors, community groups, research organizations, and the general public to address project concerns or issues and developed viable solutions.

## **Employment History**

**Hagerty Consulting, Inc.**, Deputy Director of Mitigation, 2019-Present

**FEMA**, Senior Program Manager, Hazard Mitigation, 2013-2019

**DOT**, Policy Analyst, 2010-2013

**Winafrique Technologies.**, Program Manager, 2008-2010

## 4.3.2 Mandatory Qualifications

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Hagerty exceeds the State's mandatory qualifications. Evidence of our past hazard mitigation and CDBG work is presented in section 4.3.1 above.

# Addenda Acknowledgement Form

**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)*

- Addendum No. 1
- Addendum No. 2
- Addendum No. 3
- Addendum No. 4
- Addendum No. 5

- Addendum No. 6
- Addendum No. 7
- Addendum No. 8
- Addendum No. 9
- 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.

Hagerty Consulting, Inc.

Company



Authorized Signature

3/24/2020

Date

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

# Proposal Form

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# 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.

Hagerty Consulting, Inc.  
(Company)

  
(Signature)

Katie Freeman, Director of Operations  
(Representative Name, Title)

P: 847-492-8454 / F: 847-859-1710  
(Contact Phone/Fax Number)

3/24/2020  
(Date)

# Purchasing Affidavit

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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: Hagerty Consulting, Inc.

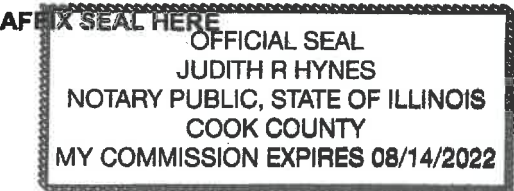
Authorized Signature: [Signature] Date: 3/24/2020

State of Illinois

County of Cook, to-wit:

Taken, subscribed, and sworn to before me this 24 day of March, 2020.

My Commission expires August 14, 2022.



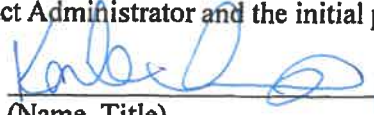
NOTARY PUBLIC [Signature]  
*Purchasing Affidavit (Revised 01/19/2018)*



# Disclosure of Interested Parties

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**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.

 , DIRECTOR OF OPERATIONS

(Name, Title)

Katie Freeman, Director of Operations

(Printed Name and Title)

1618 Orrington Avenue, Suite 201, Evanston, IL 60201

(Address)

P: 847-492-8454 / F: 847-859-1710

(Phone Number) / (Fax Number)

katie.freeman@hagertyconsulting.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.

Hagerty Consulting, Inc.

(Company)

 , KATIE FREEMAN, DIRECTOR OF OPERATIONS

(Authorized Signature) (Representative Name, Title)

Katie Freeman, Director of Operations

(Printed Name and Title of Authorized Representative)

3/24/2020

(Date)

P: 847-492-8454 / F: 847-859-1710

(Phone Number) (Fax Number)