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WV PURCHASING
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COMMUNITY DEVELOPMENT BLOCK GRANT - MITIGATION (CDBG-MIT)

STATE OF WEST VIRGINIA, DEPARTMENT OF
ADMINISTRATION, PURCHASING DIVISION

TECHNICAL PROPOSAL

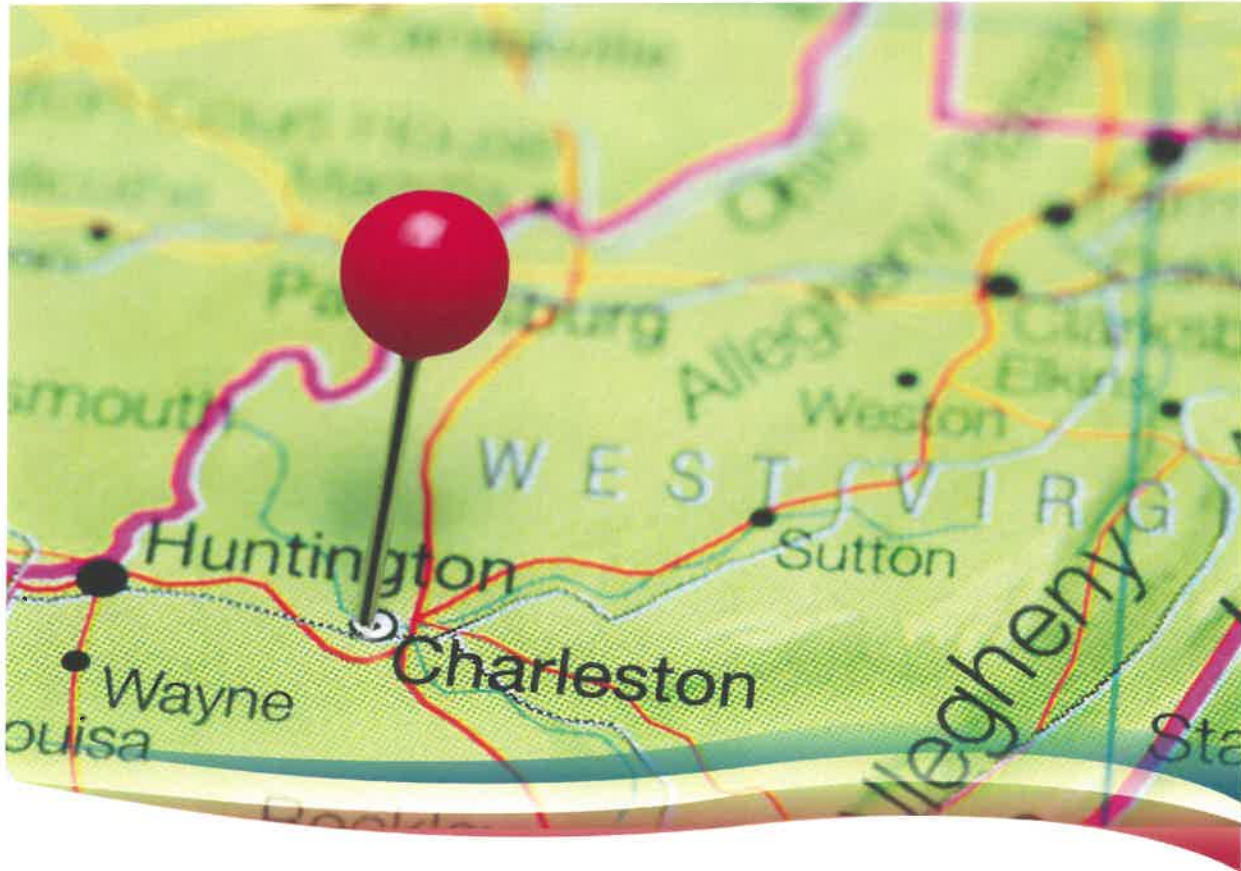
March 2020


TIDAL
BASIN

Request for Proposal

Community Development Block Grant— Mitigation

Solicitation No. CRFP 0307 DEV2000000001



Submitted to

West Virginia Department of Administration,
Purchasing Division
Dusty J. Smith, Buyer
2019 Washington Street E
Charleston, WV 25305-0130
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Contact Person

Sheila Manek
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3/20/2020

March 2020



March 25, 2020

State of West Virginia
Department of Administration, Purchasing Division
2019 Washington Street E
Charleston, WV 25305
Attn: Dusty J. Smith

SUBJECT: Community Development Block Grant—Mitigation CRFP 0307 DEV200000001

Dear Ms. Smith,

Tidal Basin Government Consulting, LLC (Tidal Basin) understands that West Virginia (State) seeks to hire an experienced firm to assist it with its Community Development Block Grant—Mitigation (CDBG-MIT) Action Plan. Our team of industry leaders have the capacity to perform the work and the experience working with multiple funding sources including CDBG-MIT and Hazard Mitigation Assistance (HMA). Likewise, we have managed housing, infrastructure, public service, and economic development programs and our experience includes working with federal, state, and local clients. With this experience and knowledge, we will engage the State's stakeholders and work with its staff to deliver an Action Plan that is not only HUD compliant, but also actionable and effective.

The State's CDBG-MIT allocation of \$106,494,000 has the potential to be transformative for vulnerable areas and populations in the State of West Virginia. Tidal Basin recognizes the tremendous investment these funds will be in West Virginia's disaster impacted and vulnerable communities and we will partner with the State to create impactful programs and projects. To do so, we will assist in the coordination of meaningful community and stakeholder engagement, to ensure programs are sensitive and responsive to local needs and align with current disaster recovery and mitigation initiatives. We will focus on setting up systems for outreach that secure buy-in at all levels throughout the process of design, planning, and project execution.



Tidal Basin understands the unique nature of CDBG-MIT funding as well and will partner with the State throughout the Action Planning process to meet the various requirements and tight deadlines as set by HUD. We will put our expertise to use to develop a comprehensive mitigation needs assessment that is data-driven and leverages the many state and regional mitigation plans in place in West Virginia. Throughout the process, we will ensure there is a distinct focus on risk, especially when it comes to critical service areas such as safety and security; communications; food, water, and sheltering; transportations, health and medical; hazardous material management; and energy. This will inform the State's program prioritization and planning, and Tidal Basin's experts will be there every step of the way to ensure the final Action Plan speaks directly to these identified needs and is compliant with all HUD requirements.

An experienced and knowledgeable team ready to deliver for you.



An experienced team that has delivered more than 35 HUD-approved Action Plans and amendments in multiple locations throughout the U.S.



Expert knowledge in completing HUD checklists, complying with cross cutting regulations, and performing capacity and other administrative assessments.



An experienced team in not only performing the work for our clients, but also transferring that knowledge to our clients' staff.

Our staff are CDBG-DR and mitigation experts that have worked in hundreds of communities to identify impactful mitigation and resiliency programs. This work includes highly successful recovery and mitigation plans for grantees such as **New York, Texas, Hawaii, Alaska, Louisiana, California, Missouri, South Carolina, and Michigan**. Our team of CDBG subject matter experts, technical advisors, and seasoned community outreach professionals are ready to deliver the State a complete understanding of its mitigation needs as defined and calculated by HUD, a complete CDBG-MIT Action Plan, and all corresponding and capacity and implementation tools for HUD approval, which will allow for the State to rapidly receive and administer its CDBG-MIT funds.

Tidal Basin will also partner with the State to optimize its CDBG-MIT funding. CDBG-MIT funds provide the beneficial opportunity to be used to meet a local matching requirement, share, or contribution for any other federal program when used to carry out an eligible mitigation activity. With our vast knowledge in these federal funding sources, we will work with the State to identify opportunities to leverage these mitigation funds for local match.

The Tidal Basin team looks forward to the opportunity to demonstrate our expertise, our focus on excellence, and our reputation for exceeding expectations. Tidal Basin is willing to enter into an agreement under the terms and conditions prescribed by this RFP, and we acknowledge the receipt of the addendum, which is signed and attached. As Assistant Vice President, I am authorized to negotiate terms, render binding decisions, commit the firm's resources, as well as serve as the point of contact and receive correspondence regarding this RFP.

Sincerely,

A handwritten signature in black ink that reads "Sheila Manek".

Sheila Manek
Assistant Vice President

512-695-9465
smanek@tidalbasin.rphc.com

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PROJECT SPECIFICATIONS



Project Specifications

Introduction

The rains that hit West Virginia in 2016 and resulted in unprecedented flooding, landslides, and mudslides, were reported as a rare “1 in 1000 year” event, however, it is increasingly clear the extreme and destructive weather is becoming more commonplace. In fact, West Virginia has experienced four major disaster declarations related to flooding since the 2016 disaster. The need for comprehensive mitigation programs planning to protect the communities and residents of West Virginia from future disasters is essential, and in recognition of this need HUD has allocated more than \$100M to the State for its mitigation efforts.

Tidal Basin will use its combined experience and expertise to assist the West Virginia Development Office (WVDO) in preparing its CDBG-MIT Action Plan and relevant guiding documents, certifications, and policies and procedures to ensure all CDBG-MIT program funds are expended in an effective, compliant, and timely manner. To do so, we will undertake a comprehensive, data-driven mitigation and unmet needs assessment, that will enable us to leverage existing statewide and local hazard mitigation plans. Building on years of disaster recovery and mitigation experience, we will recommend and assist in designing transformative mitigation programs, to help prepare and protect the state and its residents in the face of future disasters. We will work in coordination with the State to set up appropriate controls and financial systems to ensure this investment is spent in full compliance with federal regulations, and prudently for the greatest benefit to those most at-risk areas and residents.

Goals, Objectives, and Approach to Scope of Work

4.2.1.1 Assess the State Hazard Mitigation Plan

As a first step to acquainting our team to the needs of the region our team will do a deep dive into the current State Hazard Mitigation Plan to understand current needs and vulnerabilities. The Tidal Basin team is not only prepared but experienced in assessing state hazard mitigation plans. With **five former State Hazard Mitigation Officers (SHMOs) on staff—more than any other consulting firm**—we have the tools to efficiently complete our analysis and begin connecting the relevant dots for the State’s CDBG-MIT Action Plan.

Data collected from public outreach will serve as the data driven basis to ensure that the programs and projects designed will advance long-term resilience, align with other planned capital improvements, and promote community-level and regional planning for current and future disaster recovery and mitigation efforts and investments.

The Tidal Basin team understands your need to maximize the use of the federal dollars you receive, but you also need to retain control of how those dollars are spent. Our approach to mitigation need will help you zero in on the real needs of your constituents without having to depend solely on federal data. We have driven the unmet needs assessment process across the states of Florida, South Carolina, Colorado, Mississippi, Texas, and the Commonwealth of Puerto Rico. The resulting data analysis was directly applied to Action Plans, subsequent amendments, and ongoing policy determinations.

4.2.1.2 Prepare CDBG-MIT Action Plan for submission to HUD

A. Mitigation Needs Assessment

HUD requires that all grantees submitting a CDBG-MIT Action Plan must include an assessment of the mitigation needs for housing, economic development, infrastructure, vulnerable populations, and resilience in impacted areas to inform the use of CDBG-MIT funds. Tidal Basin will build upon its hazard mitigation planning expertise to coordinate with the same partners in the unmet needs section of its current CDBG-DR Action Plan to deliver a thorough assessment that will expedite HUD approval.

Disaster Management Specialist Jeremy Cirillo



- Project manager for the Risk-Based Mitigation Needs Assessment
- Missouri’s CDBG-MIT Action Plan
- \$41.5M

In the CDBG-MIT Federal Register notice, HUD puts great emphasis on the importance of FEMA Hazard Mitigation planning knowledge and references to state and local Hazard Mitigations Plans (HMPs) when preparing the mitigation needs assessment. Tidal Basin is highly experienced in hazard mitigation planning. The SHMOs on staff are available to assist WVDO with the preparation of this assessment.

We know the State has already assembled large amounts of data and analysis the 2018 State Hazard Mitigation Plan, which will provide our team with an excellent foundation for assessing the State’s significant current and future disaster risks.

We will also quickly identify and access any additional needed data sets and can pull existing documents to quickly and expertly deliver this assessment. This includes the best available data from the State and other federal and state agencies.

The Tidal Basin team has performed needs assessments for state and local governments in the areas of mitigation, housing, economic development, infrastructure, vulnerable populations, and resiliency needs. Additionally, our partners have recent experience developing required CDBG-MIT Mitigation Needs Assessments for the state of Missouri and the city of Columbia, South Carolina, where baseline or local data was limited, and significant independent research and analysis was necessary to complete a robust assessment.

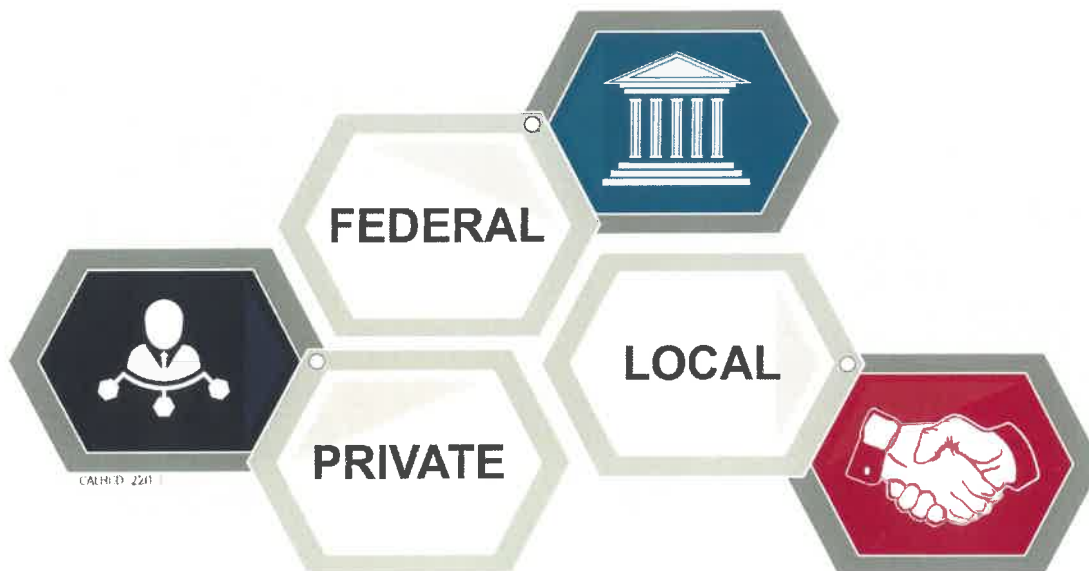
We will assist the state by focusing on impacted areas and perform all necessary task to get the job done quickly, efficiently, and to State and HUD's standards. Our research, data collection and analysis will be robust and include activities such as:

- ▶ **Consultation with stakeholders** including state and local emergency management agencies, regional planning and development officials, the private sector, and West Virginia's State Hazard Mitigation Officer 
- ▶ **Assessment of data** from federal (FEMA, NOAA, USGS), state, and local government which will identify and analyze past, present and future disaster risk
- ▶ **Assessment of current hazard mitigation and disaster recovery plans**, such as West Virginia's FEMA-approved 2018 Hazard Mitigation Plan, the state's five Regional HMP plans, and most recently HUD-approved Community Development Block Grant – Disaster Recovery Action Plan, in order to ensure consistency with, or identify opportunities to leverage other federal, state, and local mitigation projects and planning processes 
- ▶ **Analysis of existing five local Regional Planning and Development Council 1, 2,3,4, and 5 HMP plans** with the state HMP to determine alignment and gaps, and describe coordination and how the proposed mitigation programs or projects will (a) advance long-term resilience, (b) align with other planned capital improvements, and (c) promote community-level and regional planning for current and future disaster recovery efforts and additional mitigation investments including any leveraging opportunities
- ▶ **Risk analyses**, including application of future projections for risk identified in the State HMP with future weather conditions for the next 25 years, verification of probable risk based on methodology in State HMP, and development of uniform county risk score 
- ▶ **Standard procedure for estimating losses** including, but not limited to, Fair Market Values
- ▶ **Unmet needs assessment** 

- ▶ **Quantitative assessments of risk** to critical infrastructure and services such as shelter, transportation, health and medical, hazardous materials, and energy
- ▶ **Social vulnerability analysis** of the affected populations in the 12 counties, including mapping and reliance on SOVI index scores
- ▶ **Outline of history of disasters** including flooding, severe storms, winter weather, landslide/subsidence, wildfire, drought, earthquakes, and dam/levee in the State HMP, and the impact of recovery and resiliency improvements.
- ▶ **Assessment of the current state of building codes, land use and zoning codes**
- ▶ **Geographical impact analysis** of the CDBG-MIT funds
- ▶ **Mapping** to illustrate mitigation needs assessment



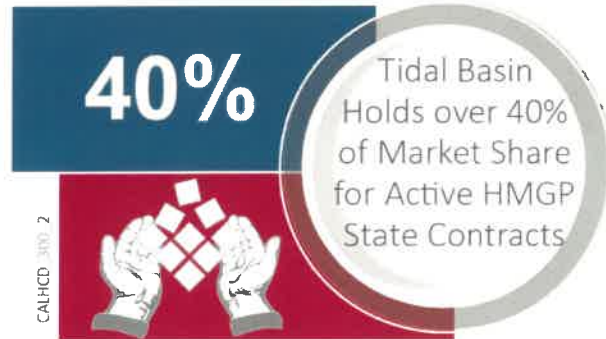
When our team developed the CDBG-MIT Action Plans for both Missouri and City of Columbia, it was apparent that State and Regional Hazard Mitigation Plans are foundational, but may not address in high detail community-specific risks using the same geographic analysis as HUD and the State’s Most Impacted and Distressed (MID) areas. Therefore, impacts to stakeholders, vulnerable populations, Native American tribes, most impacted and distressed areas, and gaps in resilient needs will prioritized using data at the best available data at the lowest level possible. Our assessment will analyze and document these impacts based on income and demographic data, which is vital for Action Plan approval. We will also perform outreach to local and federal partners as needed, being sure to coordinate these efforts with appropriate WVDO staff to ensure the State is meeting the citizen participation requirements outlined for CDBG-MIT funding.



We actively conduct public outreach and collaborate with state and local stakeholders to determine which geographic, economic, and social areas of a state demonstrate the most impact. By incorporating this information, we have developed HUD-approved formulas to distribute funding. In addition to the primary and secondary quantitative data gathered, we will also incorporate qualitative and anecdotal data from outreach meetings with stakeholders. This will assist in telling the human side of the story to HUD. The Tidal Basin team doesn't just focus on the numbers, but also the people who are touched by these disasters.

B. Programs for inclusion in Action Plan, Funding Priorities, Methods of Distribution

As demonstrated throughout this response, a key benefit to WVDO in selecting the Tidal Basin team is our vast experience in Action Plan development and mitigation program design and implementation. Within the last five years and over the course of various projects, we have reviewed, developed, and updated hundreds of hazard mitigation plans. Tidal Basin's Action Plan development team is experienced in providing end-to-end support for HUD CDBG-DR and CDBG-MIT grantees and stakeholders.



Proposed Mitigation Programs

As heavy rains, flooding, and landslides increase in scale and frequency, their impacts become more widespread. These events, as well as underlying economic conditions, such as high unemployment and population loss create unprecedented challenges in recovery and mitigation efforts for state and local communities. Flood events can bring cascading conditions that can exacerbate damages, worsening their impact to communities. The impacts on the mall businesses, transport, water, and electric infrastructure create additional complexities in an already delicate recovery situation. We will tap into our knowledge and experience to identify and design programs and projects to assist West Virginia communities.

**CDBG-DR Technical Advisor
Angela Lawson**



- Resilience and Mitigation Expert
- Experience in large-scale program design
- Certified Planner

Based on HUD regulations, we provide some examples of allowable mitigation programs which West Virginia may want to consider for its Action Plan.

Housing – Typical housing mitigation activities often include resilient reconstruction or rehabilitation, which may assist homeowners with home elevation or storm hardening. Buyout or relocation assistance of homes in disaster-prone areas is another option. A program can be developed that builds off of the work completed with the State's CDBG-DR Up to Code and Rental Assistance Program, that upgrades residences to meet green building standards and with resilient mitigation measures so that vulnerabilities to chronic conditions and severe weather event are minimized.

The 2016 flood damaged 1,200 homes and 23 lives were lost.

Infrastructure – Flooding can directly impact roads, power lines, communication facilities and water distribution systems, including quality and quantity of water available. Typical activities for flood-prone areas may include the rehabilitation of this infrastructure as well as drainage improvement projects, the hardening of water, sewer, and solid waste systems, communications, energy, and transportation infrastructure such as the construction of additional roads that can serve to ease evacuation congestion.

Tidal Basin utilizes stakeholder input, as well as a variety of local resources to identify and address other specific, identified public infrastructure risks. Infrastructure mitigation programs may include regional investments in risk reduction for flood, wind, fire and other hazards to develop disaster-resistant infrastructure systems.

Economic development – The 2016 floods had a tremendous negative economic impact, including losses in the agriculture sector and lost wages due to transportation issues and business closures. Economic development programs, such as forgivable loans and technical assistance to small businesses, and job training programs can be combined with recovery and mitigation efforts, can ensure impacted communities develop near and long-term economic success. Additionally, recovery and mitigation also put huge new demands on the construction industry, as homes must be elevated and rebuilt to more resilient standards, and roads and other infrastructure must be repaired.

Other examples of eligible economic development programs include assistance to business for installation of disaster mitigation improvements and technologies, financing to support the development of technologies, systems, and other measures to mitigate future disaster impacts. They may include the hardening of commercial areas and facilities and financing critical infrastructure sectors to allow continued commercial operation during and after disasters. Tidal Basin will explore opportunities to leverage funds in any manner possible, including coordination with Opportunity Zones.

Planning, Administration, and Public Services – Planning activities may be used to develop new local and regional plans that integrate updated data and mapping capabilities with public input into long- and short-term development and resilience strategies. Potential planning activities can include the



Thurmond, historic passenger train depot deep in the heart of the New River Gorge.



Coal Barges on the Kanawha River in Charleston

development or updating of land use plans, updated zoning and building codes, infrastructure studies and capital improvement plans, or flood damage prevention ordinances.

Additionally, WVDO and local communities may also fund public service activities necessary to address increased flood insurance costs. These may include education and outreach campaigns of preferred prevention, mitigation, and recovery activities. Public service may also include workforce development and jobs trainings, connecting impacted communities directly to recovery and mitigation efforts, and help to address the potential workforce shortages caused by the increased construction demands described in the previous section. In addition, public service funds may be used for new or quantifiable increases in mental health or addiction programs.

Use of CDBG-MIT as a match – CDBG-MIT may be used to meet a matching requirement, share, or contribution for any other federal program when used to carry out an eligible CDBG-MIT activity. Our team of SMEs and program manager are experienced in navigating the complex overlay of FEMA and HUD requirements to ensure local match can be covered with HUD funds without the risk of non-compliance or federal recapture. For example, any Hazard Mitigation Grant Program (HMGP) the state identifies will carry a 25% local match requirement which can be funding through either source.

With FEMA’s **Global Match**, communities could potentially **no longer have to use local funding as a match**. The Tidal Basin team understands FEMA’s Global Match and has worked with communities to **increase their cost savings** and to **get more projects for their money**. We will make every effort within regulations to utilize global match where applicable.



Tidal Basin has demonstrated its capacity to provide **technical support to multiple agencies** with competing priorities while ensuring **projects remain on schedule and meet each program’s requirements**. Our multi-year engagement supporting New York post-Hurricane Sandy demonstrates our ability to align Public Assistance, CDBG-DR and HMGP funding while considering other federal agency’s regulations and requirements. DR-4085-NY (Hurricane Sandy) is a global match disaster utilizing CDBG-DR funding and several projects considered **Federal Highway Administration, Federal Aviation Administration, the National Park Service, and FEMA’s Public Assistance** program regulations and requirements as applications were developed and construction work undertaken.



Our staff Amber Madden, Program Manager, and Bailey deRouen, Technical Advisor, both have experience in the allocation of CDBG-DR as local match to HMGP projects. They develop systems for demonstrating compliance, assisting in the adoption of FEMA environmental reviews to cover HUD requirements, and developing financial management systems to allow for proper accounting.

Funding Priorities, Budget, and Allocation

With the many mitigation program options outlined above, the mitigation needs assessment will be the crucial tool to determine funding priorities. We will work closely with WVDO to evaluate the Most Impacted and Distressed (MID) areas, to identify and map vulnerable and low- and moderate-income (LMI) populations, and to analyze risks to critical lifelines such as safety and security; communications; food, water, and sheltering;



transportations, health and medical; hazardous material management; and energy. These will guide our determination of funding priorities and eventually budget allocations.

There are many important decisions to be made in how this funding is distributed.

We recognize West Virginia's focus on housing, infrastructure, and public service activities, and will ensure that these priorities are met, while keeping an openness to additional eligible activities that might evolve during Action Plan development.

Our team will assist the state of West Virginia in determining allocation methodologies and methods of distribution, **providing several options** along with the pros and cons associated with each.

For example, Tidal Basin's teaming partner, ICF, developed a decision matrix for the state of Missouri's CDBG-MIT program to determine eligible mitigation activities that align with the four highest identified risks. The matrix took the identified risks, named eligible mitigation activities that would address the identified risk, list how risks would be mitigated by the activity, and listed the supporting data.

Tidal Basin's teaming partner, ICF, developed a decision matrix for the state of Missouri's CDBG-MIT program to determine eligible mitigation activities that align with the four highest identified risks. The matrix took the identified risks, named eligible mitigation activities that would address the identified risk, list how risks would be mitigated by the activity, and listed the supporting data.



Tidal Basin has also worked with the state of **California to develop their CDBG-DR Action Plan** for wildfires and guided them through each allocation option, whether it was program- or location-focused, competition-based or state-mandated, to determine the most beneficial methodology.

Tidal Basin has also worked with the state of California to develop their CDBG-DR Action Plan for wildfires and guided them through each allocation option, whether it was program- or location-focused, competition-based or state-mandated, to determine the most beneficial methodology.



As program allocation decisions are made, the Tidal Basin team is prepared to assist in the development of program and activity budgets, which will include delivery and administrative costs.

Use of Subrecipients

As program development progresses our team will give guidance and recommendations on the appropriate management or subrecipient structure for these programs, including whether they should be managed by the state, county, local municipalities, or non-profit subrecipients.



From our years of experience designing and managing subrecipient program models, we recommend being very clear in the initial Action Plan about which programs are targeted for subrecipients, what the subrecipient requirements will be, and how subrecipients will be selected (whether it is a competition or allocation-based model). Laying the groundwork in the initial Action Plan will allow potential subrecipients to plan and design meaningful projects while balancing the need to meet certain requirements, such as LMI benefit. This can be particularly effective for a competition model for infrastructure activities, allowing local jurisdictions develop strong applications for projects targeting LMI neighborhoods or

populations. Scoring criteria for subrecipients can even be referenced in the Action Plan in order to facilitate this process. These criteria would include:

- ▶ Low- to moderate-income persons served
- ▶ Level of risk reduction
- ▶ Benefit cost ration analysis
- ▶ Leverage
- ▶ Permit schedule
- ▶ Phasing
- ▶ Project synergy
- ▶ Environmental impact

These practices will help to ensure the programs designs will align the needs identified in the mitigation needs assessment with the grant benefit requirement.

Benefit Cost Analysis

As WVDO determines funding priorities and begins to design programs, there may arise the need for a Benefit Cost Analysis (BCA) of a covered project. A covered project is a large-scale infrastructure project having a total cost of \$100M or more, with at least \$50M of CDBG funds (regardless of source- CDBG, CDBG-DR, CDBG-MIT, CDBG-NDR). Since West Virginia's total mitigation allocation is about \$100M, we do not anticipate the need to complete a BCA for this Action Plan, but if this threshold is triggered on a match project, we can provide technical assistance and have a number of experts on our team with experience completing BCAs who can assist.



C. Prepare an Implementation Plan to be included in the Action Plan

The Tidal Basin team will assist the state in an evaluation of its internal capacity and preparation of an Implementation Plan, as required by the CDBG-MIT notices. This evaluation demonstrates the State's capacity to manage the appropriated CDBG-MIT funds and the associated risks.

We will partner with WVDO to prepare a package of information that demonstrates the following:

- ▶ WVDO's ability to provide timely information to program applicants on the status of their applications.
- ▶ WVDO has assessed its capacity and has a plan to address any identified capacity gaps.
- ▶ WVDO has assessed its staffing and has a plan to address any identified staffing gaps.
- ▶ There is a plan to effectively coordinate internally and across agencies.
- ▶ WVDO has a plan to provide technical assistance to its current staff and those employed following the submittal of the plan.
- ▶ There is a clear delineation of roles and responsibilities with respect to management and administration of the CDBG-MIT funds.
- ▶ WVDO has sufficient financial controls and audit plans in place to ensure proper payments and prevent waste, fraud, and abuse.

CDBG-DR Subject Matter Expert Esrone McDaniels



- ▶ Wrote HUD CDBG-DR Action Plans and amendments for 5 major storms
- ▶ Developed the City of San Marcos CDBG-Disaster Recovery Action Plan for \$31M in housing and infrastructure programs

- ▶ WVDO's procurement policies align with those of 2 CFR part 200 and allow for fair and open competitions.
- ▶ WVDO has a system in place to check for duplication of benefits
- ▶ WVDO has policies to address all applicable cross-cutting requirements such as Environmental Review, Uniform Relocation Act, Green Building Standards, and Davis Bacon and Related Acts.

D. Create a budget with quarterly milestone reports

HUD requires the timely expenditure of funds across all its CDBG funding. The Federal Register Notice guiding this mitigation allocation (84 FR 45838) requires grantees expend at least 50 percent of its allocation within six years of HUD's execution of the grant agreement, and 100 percent of its allocation within 12 years of HUD's execution of the grant agreement. As such, Tidal Basin will create a 12-year budget with quarterly milestone reports. This will include budgets and projections for each program compiled in a single chart for the entire CDBG-MIT allocation.

E. Develop Grant Management Processes

As will be detailed in WVDO's Implementation Plan, our team will develop grant management processes that work for WVDO and its staff. This will include financial and procurement processes that will assure the cost reasonableness of all CDBG-MIT expenditures. HUD consistently monitors for compliance in this area, and grantees may struggle to sufficiently document this compliance; for this reason, we will recommend best practices for such documentation, including proper cost and price analyses, independent cost estimates, and cost reasonableness memos.

As described above, West Virginia will have six years to expend more than \$53M, and 12 years to spend the full \$106.5M allocation. The Tidal Basin team will work with the State to develop processes to track the timely expenditure of these funds and the projections of expenditures and outcomes. This will include methods and recommendations for data collect from subrecipients, which will be key to accurate reporting and projections.

F. Analyze Existing Waivers, Draft Any New Waivers

Our experts are experienced in, and, more importantly, successful, at requesting HUD waivers. We will perform an initial evaluation to review existing waivers and to see if any immediate new waivers are needed. Likewise, we'll continue evaluating this need as programs and projects are developed. We will evaluate any potential waiver needs related to the CDBG-MIT award, including but not limited to the needs to expand the most impacted and distressed area map of the state to include a wider span of counties that are vulnerable to floods and other natural disasters.

Technical Advisor Bailey deRouen



- ▶ Successful author of numerous HUD waiver requests
- ▶ Project manager for California 2018 CDBG-DR and CDBG-MIT Action Plan
- ▶ Managed \$4.4B NYC CDBG-DR HUD Action Plan



G. Prepare SF-424 and Certifications

Our team will support WVDO with completing all required forms and certifications for the submission of the State’s CDBG-MIT Action Plans, including the SF-424 application for federal assistance and the certification of proficient controls for submission to HUD.

The certifications of proficient controls will include:

- ▶ organizational structure
- ▶ demonstration of adequate financial controls
- ▶ internal and external audit functions
- ▶ federal procurement policies
- ▶ prevention of duplication of benefits policies
- ▶ procedures for timely expenditure of funds
- ▶ procedures to maintain a comprehensive website related to disaster recovery programs
- ▶ procedures to detect and prevent fraud, waste and abuse



4.2.1.3 Financial Control, Procurement and Grant Management

A. Update proficient control documents

Tidal Basin will work closely with the State to ensure comprehensive and effective financial controls, procurement processes, and grant management resources are in place for the successful administration of the CDBG-MIT funds. Tidal Basin will review and update, when needed, the resources used for implementation of West Virginia’s existing CDBG and CDBG-DR systems for full compliance with all applicable rules and regulations, including the Uniform Administrative Guidance at 2 CFR Part 200, CDBG regulations at 24 CFR Part 570, and all applicable Federal Register Notices. This will include controls for:

- ▶ Financial controls & financial management system
- ▶ Audit requirements
- ▶ Procurement
- ▶ Duplication of Benefits
- ▶ Program implementation: revision of budgets and program plans, management of program income, period of performance, record retention, timely expenditure of funds
- ▶ Prevention of fraud, waste, and abuse of funds
- ▶ HUD certifications and review

**Financial and Grants Manager
Katy Sellers**



- ▶ Former Texas General Land Office Operation and Public Affairs Director – Led policy and planning for multiple HUD-approved Action Plans and Needs Assessments
- ▶ Wrote Bastrop and central Texas Wildfires CDBG-DR Action Plan and successfully obtained HUD approval



B. Provide final proficient control documents

A final CDBG-MIT Program control document will be provided, and Tidal Basin will ensure it is not only comprehensive, but straightforward and accessible for broad use amongst the agencies and department which will implement these controls.



4.2.1.4 Provide Technical Assistance

A. Develop policies and procedures

The Tidal Basin team will assist the WVDO in its development of policies and procedures for each program in the CDBG-MIT grant. We are uniquely positioned to support your team, as our partners at ICF have assisted the state of West Virginia with technical assistance and in the development of policies and procedures for its CDBG-DR programs. They have worked alongside the state’s staff and gathered an understanding of the state’s needs. This will help us to ensure consistency and efficiency across your various CDBG programs.

**Senior Expert, Risk Assessment
Joanne Potter**



- More than 22 years of experience in climate change vulnerability assessment, risk management, and mitigation
- Supported the City of Columbia and the State

We are committed to empowering our West Virginia staff partners **through in-depth technical assistance and knowledge transfer.** This will



include not only detailed and usable policies and procedures documents, but any necessary trainings for staff at the request and direction of the State. We have trainings ready to go on a variety of important topics, including:

of Missouri in the development of the CDBG-MIT Mitigation Needs Assessment, with focus on the potential impact of climate change on future risks

- Procurement and the Uniform Administrative guidance at 2 CFR part 200
- CDBG regulations at 24 CFR part 570
- Analyzing hazard mitigation plans
- Best practices for mitigation programs and planning



We at Tidal Basin want your staff to be set up for success and to feel fully prepared and equipped to implement impactful mitigation programs.

B. Develop process, procedures, and forms

As stated above, we will draw from our years of experience administering CDBG-DR and hazard mitigation grants to create documents, procedures, forms and systems to administer the CDBG-MIT grant and are available and ready to assist in training staff to prepare them from program implementation.

HUD has an important focus on transparency and accessibility for all of its grant funds, and we are committed to developing all documents and resources with this in mind; we will make sure they are written in plain language and contain sufficient detail and clarity for the use of both program staff as well as the public. We will draw from best practices from other states and jurisdictions to ensure West Virginia is has the necessary tools to effectively and efficiently carry out its mitigation projects.

4.2.1.5 Design Program Administration Tools

A. Application Process

The Tidal Basin Team has more than 30 years of experience in policy, program design, and implementation. We have designed programs, along with administrative tools and templates in Louisiana, Texas, New York, Puerto Rico, Michigan, California, and beyond. We will design the application process for all programs approved through the CDBG-MIT Action Plan. The process we design will be simple, effective, responsive to all regulatory and programmatic guidelines, and responsive to existing agency and staff capacity at the State.

We will draft program applications, and application standard operating procedures for each program. At a minimum these SOPs will include:

- ▶ Eligibility criteria
- ▶ Project beneficiary information
- ▶ Outreach strategy
- ▶ Applicant technical assistance strategy
- ▶ NOFA process and criteria
- ▶ Evaluation process and timeline
- ▶ Program application
- ▶ Supporting documents



We will utilize our technical expertise from our years of experience across multiple disaster recovery programs to expedite the process with the adaptation of existing tools, templates, and procedures to the unique needs, conditions, regulatory landscape, and governance of West Virginia.

B. Subrecipient Agreement template

Our team is experienced in drafting, reviewing, and negotiating CDBG-DR subrecipient agreements for local governments, universities, and NGOs. Tidal Basin's legal advisor will work with the state of West Virginia's legal department to ensure that a subrecipient template is developed that is inclusive of all West Virginia requirements.



The templates will include all required legal provisions, crosscutting requirements, and oversight and reporting requirements. We will design a template that provides necessary information on grant expectation and requirements but will also not necessitate repeated amendments; a process which, while sometime unavoidable can be costly and slow down access and availability of funds.

C. Monitoring documents

Oversight and monitoring subrecipients for project progress, expenditure goals, financial controls, federal and state regulations, and cross cutting requirements is best conducted throughout multiple processes that include training, technical assistance, and monitoring. We will assist WVDO in developing the tools and templates to ensure adequate oversight of subrecipients.

Technical Assistance Checklists - The checklists can be used to assess the readiness of each subrecipient for management of CDBG-MIT funds; they will include review of all policies and procedures including financial, procurement, contracting, duplication of benefits, fraud and waste. For those subrecipients who do not yet have all necessary policies and procedures in place; templates can be provided.



Report and Request for Payment Templates - Oversight of the project will continue via monthly reports submitted along with the subrecipient requests for payments that will enable the State to track progress on each project toward its specified goals, expenditure rates, Section 3 and MWBE utilization, and whether federal timekeeping requirements are being met. The templates will ensure all information is captured that will be needed for the State's DRGR reports and for ensuring progress of the projects.

Monitoring Checklists - These checklists can be used for both technical assistance and monitoring visits. They will be created for subrecipient activities that review policies and procedures, financial management systems, and civil rights regulations; and project checklists will be generated for review of procurement, contracting, financial management, environmental reviews, acquisitions, relocations, labor, and lead-based paint, asbestos, and mold.

Technical Assistance and Monitoring Report Templates - These will ensure that the outcome of all reviews and necessary corrective actions are consistently communicated.

D. Document Control and Management

The Tidal Basin team develops document and data management tools that follow all HUD and DOD requirements for data quality and integrity. We have extensive experience developing and implementing complex recovery programs that require large amounts of data capture, organization, and storage. As Project Managers for Puerto Rico's "Tu Hogar Renace" (Your House Reborn) (STEP) program, we hosted data pertaining to repairs for 219,000 applicants. Our data managers interfaced with the client, our oversight consultant, FEMA, 78 independent municipalities, and the applicants to capture and organize all required information and documentation. As Project Managers for the Repair, Reconstruction, and Relocation (R3) Program in Puerto Rico, we are developing a system for capturing assessment, inspection, and compliance information for the repair and reconstruction of 1500 homes. We will work with the state of West Virginia to provide a system that captures and organizes all necessary information and documentation for the CDBG-MIT programs and projects

Tidal Basin, the program manager for the Tu Hogar Renace (STEP) program with \$1.7B in funding, received no findings by the Office of Inspector General (OIG). Tidal Basin's management team ran a very transparent and accountable operation with full real-time visibility by FEMA, OIG, and the Puerto Rico Dept of Housing (Dept de Vivienda).

E. Program and Financial Compliance Requirements

Processes for maintaining internal compliance are critical to a successful and efficient CDBG-MIT Program. The CDBG-MIT dollars are expected to be administered with enhanced oversight from HUD. We will develop the internal policies and procedures for maintaining compliance with 2 CFR 200, Uniform Administrative Requirements, cost principles, and audit requirements for federal awards. Developing policies and procedures and conducting regular internal audits to ensure that you are following all procedures is critical. It is also important to keep up with new guidance from HUD, FEMA and other branches of the federal government as they are developed and adapt internal policies and procedures to meet these new guidance and requirements. Our team remains up to date on the regulatory landscape and will assist throughout the entire planning and implementation period on policy and procedure adaptations, when necessary.



F. Additional processes, procedures, and forms

Regular training for state of West Virginia staff and sub-recipients will increase the success and compliance to programmatic policies and procedures exponentially. The Tidal Basin team have developed and conducted hundreds of trainings, including

- ▶ CDBG basics
- ▶ Program eligibility requirements
- ▶ Uniform Relocation Act
- ▶ Data Management and Personally Identifiable Information
- ▶ Customer Service
- ▶ OSHA and Safety Standards
- ▶ Timekeeping
- ▶ Procurement

At the State's request, we will utilize our training capabilities to conduct staff training on all policies, procedures, and templates created by our team. We will also develop materials and conduct trainings to subrecipients on the requirements of expectations of managing a CDBG-MIT, as well as provide instructions on the completion of request for payments, reports, and required supporting documentation.

G. Internal Communication

Throughout the term of the contract, we will ensure continuous communication with partners at the state of West Virginia. This will include regular status meetings or calls to review budget, schedule, and performance metrics. Any issues impacting the grant will be reported, and Tidal Basin will be transparent and timely with reports related to project delivery, such as staffing, approach, technology, and budget.

4.2.1.6 Workplan—Timeline, Milestones, and Deliverables

Our team is ready to deploy a group of qualified and experienced staff to assist West Virginia with an expedited Action Plan process along with all of the required public engagement. You will see our planned timeline of deliverables below. We plan to employ a phased approval process so various documents are reviewed several times along the way to completion.



We've divided our deliverables into three distinct sections because of the fast timeline, which allows staff to divide the work streams in a meaningful, clear way so all aspects of the Action Plan get their needed focus. Team will be dedicated to:

1. Mitigation needs assessment, program design and Action Plan development.
2. Ongoing public outreach and touchpoints to stakeholders throughout Action Plan development. We plan to engage county officials, community groups, and impacted citizens throughout the Action Plan development. We find this helpful to reduce the need for revisions during the official Action Plan public comment period since the State will have limited time to review comments and make changes and submit to HUD. They will also assist in keeping material up to date on the State's website and provide necessary language and access services as required by HUD.
3. All complimentary documentation required by HUD as part of the Action Plan submittal. Staff will review documentation for financial management, procurement and grant management so they can prepare necessary updates or certifications for the very large package of information,

recognizing this is called out in the Federal Register for submission 60 days prior to the Action Plan submittal. This team will also prepare the Implementation and capacity assessment to compliment the Action Plan submittal.

While this is an aggressive timeline, we have recently completed several Action Plans with other grantees with equally tight turnarounds. We think our division of labor and timeline are more than achievable towards a successful Action Plan.

Dates	Action Plan and Needs Assessment	Public Outreach	Supporting Documentation
4/1/2020	Assumption of Contract Execution Date		
4/2 to 4/13/2020	Collect existing data and work with stakeholders to gather additional data necessary for a comprehensive needs assessment	Establish a list of key contacts in impacted jurisdictions	Work with staff to review internal documents for financial control, procurement, and grant management
4/14/2020	Present to leadership data available for use in the needs assessment		
4/15 to 4/22/2020		Conduct webinars and targeted outreach to update stakeholders on Action Plan process	
4/20/2020	Submit mitigation needs assessment		
4/22/2020	Present needs assessment to leadership and hold program design discussion to inform Action Plan development		
5/4/2020	Initial draft of Action Plan		Draft implementation plan and capacity assessment
5/5 to 5/15/2020		Conduct stakeholder outreach in impacted areas gathering feedback on initial program design to address unmet needs	
5/20/2020			Draft of financial control, procurement, and grant management documents
5/22/2020	Second draft of Action Plan		

6/3/2020			Submit to HUD financial control, procurement, and grant management documents (HUD requires 60 days prior to Action Plan submittal)
6/11 to 7/27/2020	Third draft of Action Plan, posted for public comment (HUD requires 45 days)		
6/22 to 7/15/2020		Conduct four public hearings in MID counties (Clay, Greenbrier, Kanawha, and Nicholas)	
7/27 to 7/31/2020	Prepare final Action Plan document including response to public comments (HUD requires 45 day posting)		
8/3/2020	Action plan due to HUD		Submit implementation plan with capacity assessment to HUD

4.2.1.7 General Engagement Administration

A. CDBG-MIT Action Plan

Tidal Basin will be responsible for finalizing and providing drafts of the CDBG-MIT Action Plan throughout the development and publication process. One draft will be provided to WVDO staff for review prior to the second public hearing, one final version of the proposed Action Plan will be provided for the second public hearing, and a final version will be provided for submission to HUD incorporating comments and edits resulting from the second public hearing.

B. Technical assistance

Our experts have run hundreds of public meetings for disaster recovery and mitigations programs. Our experience and management approach provide for smoothly run events, while also making the public feel heard throughout the process. Our team always holds meetings in public and accessible locations, oftentimes in libraries, community centers, and public schools. We always take into consideration persons with disabilities when providing Action Plan content. We use interpretative services and on-site availability of translated plans in large font sizes so that those with ear and/or sight impairments have equal access to content.

The MIT Federal Register Notice requires a minimum of two public hearings in Most Impacted and Distressed (MID) areas. We may recommend holding an additional public hearing outside of the MID areas as many of those are also vulnerable to disasters. In coordination of these public hearings, we will manage all logistics and document preparation, including public notices, meeting materials, and sign-in sheets, minutes, and public comments.

As public comments are received, they will be reviewed by our team for content and categorization, identifying common trends and elevating important issues to WVDO. We will immediately elevate comments submitted by elected officials for WVDO review. We will then partner with WVDO to draft responses and edit the Action Plan as directed.

*Public Hearing
Contingency
Planning*

Recognizing the current public health crisis evolving due to COVID-19, we will have contingency plans ready for virtual public hearings. We are currently making these adjustments with our partners at the state of California by holding virtual public hearings via webinar for their CDBG-DR program, and are ready to engage with the public and stakeholders in West Virginia by whatever method is necessary to ensure meaningful feedback while also ensuring the health and safety of all those involved.

C. Engagement log

All key issues and decisions pertaining to the engagement will be maintained in a log by the Tidal Basin team on the project.

D. Meeting minutes

Throughout Tidal Basin's engagement, we will record and distribute minutes from all meetings, both internal and external to WVDO.

E. Weekly status reports

As a part of our comprehensive project management services, we will provide weekly project status reports to update our partners at WVDO of the progression and completion percentage of each task and deliverable in the workplan.

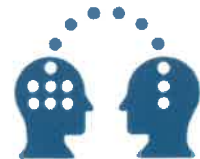
F. External communications

Tidal Basin will partner with WVDO as needed on any communications with legislative and congressional constituents and other relevant stakeholders. This will include professional and polished reports and presentations, reflecting WVDO style guidelines to ensure consistency across programs.

G. Program operations support

The Tidal Basin team will be available to support with program operations throughout the engagement, as directed by WVDO. We have experience providing project management and policy development and will be on call to assist in whatever capacity is most beneficial for WVDO in the development and submission of the CDBG-MIT Action Plan.

With CDBG-MIT being a new source of funding, our team has the experience in CDBG-DR (HUD funding) and Hazard Mitigation (FEMA funding) to develop an approved Action Plan. In addition, our team has **deep experience and knowledge in both funding sources, and we will transfer that knowledge through trainings to the State staff.**





APPROACH AND METHODOLOGY

Approach and Methodology to Compliance with Mandatory Project Requirements

The Tidal Basin team provides a complete suite of Action Plan writing services and can rapidly support West Virginia’s needs. Our team will work with the State to submit a professional, compelling, and compliant Action Plan for CDBG-MIT programs to HUD.

CDBG-MIT funding, a relatively new funding stream for HUD, is not a new concept to our team. Our team holds years of experience in both CDBG-DR and FEMA hazard mitigation funding, which is a key benefit to the State.

Our key staff have collectively designed, written, and received HUD-approval for billions of dollars of CDBG-DR and CDBG-MIT funded programs, which has led to the successful implementation of a wide-range of recovery and mitigation activities. Additionally, the Tidal Basin team has written two CDBG-MIT Action Plans and is poised to deliver for the State.

Our mitigation experts have written, reviewed, and approved hundreds of state and local hazard mitigation plans. This experience will be critical in assisting the State with the CDBG-MIT Action Plan, because HUD approval requires the incorporation of state and local hazard mitigation plans.

Our blend of experienced CDBG-DR and CDBG-MIT Action Plan writers, mitigation plan experts, and data management professionals will guarantee success in the following areas:

- ✓ **Ensure all work product and submissions to HUD comply with FR-619-N-02.**

Our team is already well-versed in the Federal Register Notice that governs the CDBG-MIT funds, having created numerous overviews, FAQs, and training documents to provide grantees with the tools necessary to ensure compliance. Additionally, as the team has already created two CDBG-MIT Action Plans to date, our team provides the State with confidence in our ability to meet the requirements of the notice.

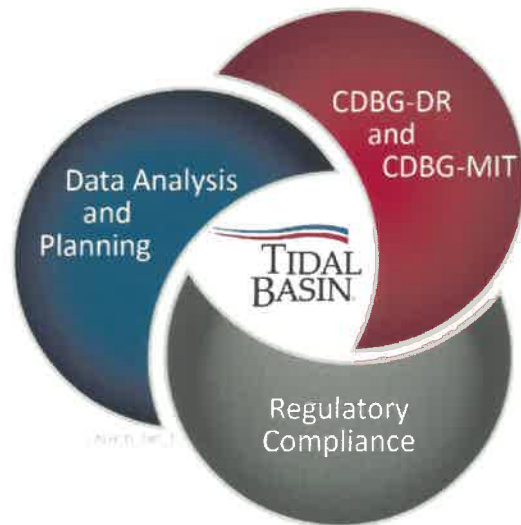
- ✓ **Ensure all work product and submissions to HUD Comply with 2 CFR 200.**

Our proposed staff contains experts not only in FRN-619-N-02 but also in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. Our program manager, Amber Madden, has given numerous trainings on the federal

Project Manager Amber Madden



- Managed content for three CDBG-DR Action Plans
- Extensive community outreach experience
- Bilingual: Spanish/English
- Expert trainer – 24 CFR 570, 2 CFR 200, and Federal Cross Cutting Requirements



procurement requirements outlined in 2 CFR 200 and would be happy to provide this training and technical assistance to the State. We know overlaying procurement requirements with local rules can be tricky, and we are here to help.

√ **Ensure all work product and submission comply with 24 CFR 570**

The CDBG requirements found at 24 CFR 570 are well known to our team. We have written compliant Action Plans, designed and implemented numerous programs and projects, and provided technical assistance on National Objectives and Eligible and Ineligible Activities to a variety of grantees at the state, local, and subrecipient levels. We are ready to deliver for the State.

√ **Ensure all work product and submissions to HUD comply with cross cutting requirements applicable to all types of CDBG programs**

Our team is experienced in the myriad of layered requirements that govern CDBG programs. This includes application Federal Crossing Cutting requirements such as Davis Bacon Labor rules, Section 504, and Section 3 compliance. Our team will ensure the State is familiar with which program activities might trigger these rules and how to remain compliant through the process.



QUALIFICATIONS AND EXPERIENCE

Qualifications and Experience

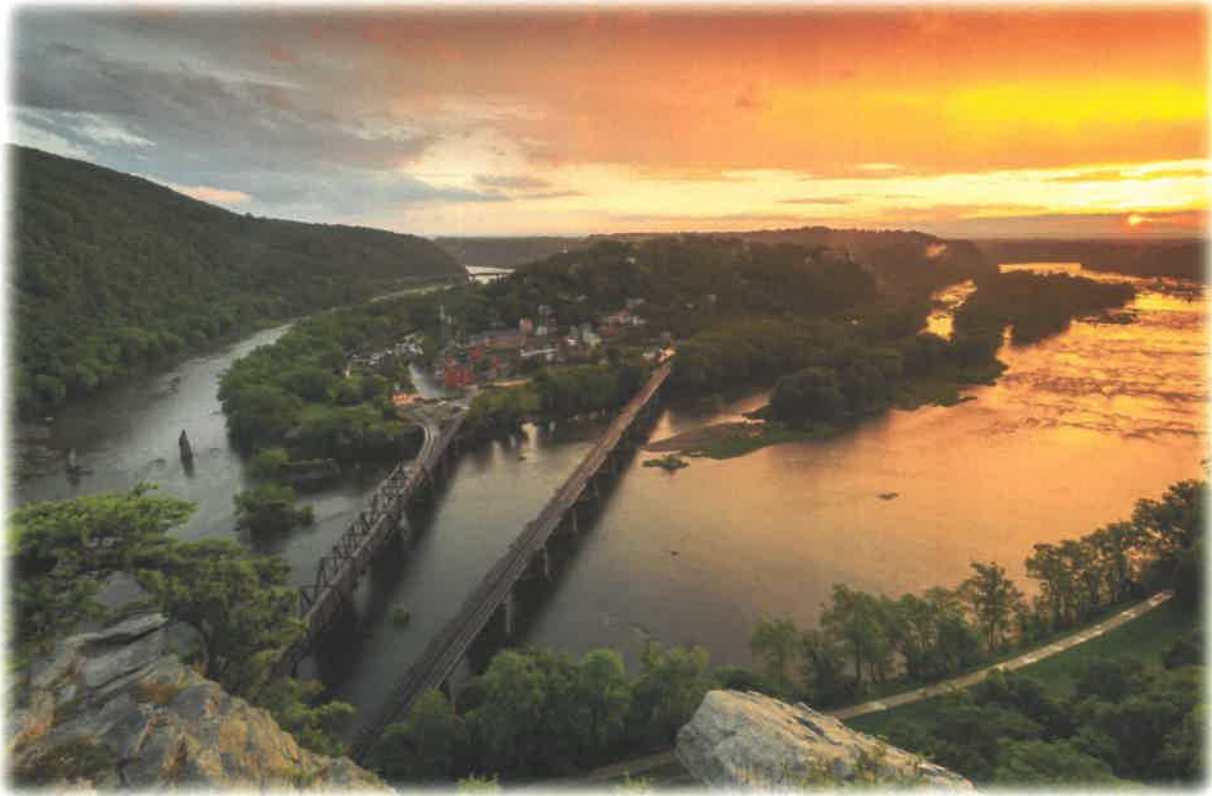
Tidal Basin has put together a team that has managed the HUD Action Plan writing process for several government entities including **New York City, the city of Houston, the state of Missouri, Columbia S.C, city of San Marcos, and the state of Texas**. Additionally, we have assisted several jurisdictions with **Hazard Mitigation Plan writing and implementation** for government entities such as **Alaska, Hawaii, and New York**. We have put together a strong team that will guarantee success in the delivery of the state of West Virginia's Action Plan. The table below provides additional details on these projects along with other work the team had done. We also put forth three project references below.

Relevant Hazard Mitigation and CDBG-MIT Experience and Qualifications	
PROJECT	DESCRIPTION
State of California CDBG-DR and CDBG-MIT Action Plan Development Project Manager: Bailey deRouen bderouen@tidalbasin.rphc.com	Tidal Basin is providing technical services to the state of California's Department of Housing and Community Development (HCD) to develop the state's CDBG-DR Action Plan for the 2018 wildfires and corresponding CDBG-MIT allocation that may be issued to the state for 2018 disasters.
City of Columbia CDBG-MIT Action Plan Development Project Manager: Sue Southon Sue.Southon@icf.com	Our teaming partner, ICF, is assisting Missouri Department of Economic Development (MO-DED) in drafting their first ever Community Development Block Grant Mitigation (CDBG-MIT) Action Plan . As part of drafting the CDBG-MIT Action Plan ICF is managing four key areas: Mitigation needs assessment, program design and method of distribution, Citizen Participation Plan, and state certifications
State of Missouri CDBG-MIT Action Plan Development Project Manager: Deb Siefert Deborah.Siefert@icf.com	Our teaming partner, ICF, is providing technical services to the City of Columbia, South Carolina to develop the city's first ever CDBG-MIT Action Plan . Development of the Action Plan includes public engagement , the development of the City's mitigation needs assessment , and supporting the City in its development of their CDBG-MIT programs . ICF is also providing program management services to the City, which include assisting with the development of the CDBG-MIT program policies and procedures , providing training and technical assistance , providing quality assurance and quality control services and controlling fraud, waste and abuse in the City's operations.
State of Texas Bastrop and central Texas Wildfires Action Plan development Project Manager: Katy Sellers katy@ksbr-llc.com	Tidal Basin partner, KSBR, worked with the state of Texas to complete two HUD Action Plans for funds received related to the Bastrop and central Texas wildfires. These efforts the completion of two full unmet needs assessments and required HUD checklists . These Action Plans received full HUD approval and programs went out to be successfully implemented.
City of San Marcos, TX	The city of San Marcos received \$33.7M in CDBG-DR funding for flooding that occurred in May and October of 2015. Esrone McDaniels, our team's

Relevant Hazard Mitigation and CDBG-MIT Experience and Qualifications	
PROJECT	DESCRIPTION
<p>San Marcos Action Plan Development</p> <p>Project Manager: Esrone McDaniels emcdaniels@allianceforpr.com</p>	<p>technical assistance provider, delivered Action Plan development and disaster recovery services to the city. This Action Plan received full HUD approval.</p>
<p>City of New York Action Plan Development and Management</p> <p>Project Manager: Amber Madden AMadden@tidalbasin.rphc.com</p>	<p>Our team members Amber Madden and Bailey deRouen performed the following activities for NYC:</p> <ul style="list-style-type: none"> ➤ Managed the city of New York’s \$4.2B HUD Action Plan. ➤ Performed community outreach ➤ Completed HUD checklists ➤ Updated citizen participations plans ➤ Liaised with HUD for feedback and approval ➤ Collected and responded to public comments ➤ Designed programs and identified corresponding HUD national objectives and eligible activities ➤ Performed unmet needs analyses to inform funding distribution
<p>City of Houston Action Plan Management Duties</p> <p>Project Manager: Amber Madden AMadden@tidalbasin.rphc.com</p>	<p>Our project manager performed the following activities for the city of Houston:</p> <ul style="list-style-type: none"> ➤ Drafted Action Plan content ➤ Assisted in program design ➤ Aided in the analysis for required capacity assessments and funding distribution decisions ➤ Performed in-depth cost analysis to demonstrate an additional need for administrative funds ➤ Wrote a successful waiver resulting in an additional \$11M of CDBG-DR funds for administrative purposes
<p>State of Hawaii Hazard Mitigation Grant Program Active contract</p> <p>Project Manager: Jose Valenzuela JValenzuela@tidalbasin.rphc.com</p>	<p>Tidal Basin provided support staff and a State Hazard Mitigation Officer (SHMO), who acted on behalf of the Hawaii Emergency Management Agency. Our experienced staff also provided technical assistance and project closeout on federal regulations, including those related to the 404 HMGP and CDBG-DR processes. Since contract inception, we have successfully written HMGP project plans that resulted in \$33.3M of FEMA funds for programs designed to address recovery, resiliency, and mitigation needs.</p>
<p>State of Alaska Hazard Mitigation Grant Program Active contract</p> <p>Project Manager: Jacob Gray jgray@tidalbasin.rphc.com</p>	<p>Tidal Basin continues to support the state of Alaska by providing various services, including drafting the state hazard mitigation plan and subsequent updates, which entails mitigation and resiliency design efforts. We have provided staff for registering, planning, verifying and estimating damages, as well as, applicant case management. Our team also provides training and knowledge transfer to the state and conducts outreach to support these efforts.</p>
<p>State of New York Hazard Mitigation Grant Program Active contract</p>	<p>Since 2004, Tidal Basin has provided emergency support staff to the state of New York handling more than \$10B in eligible damages. We assisted</p>

Relevant Hazard Mitigation and CDBG-MIT Experience and Qualifications	
PROJECT	DESCRIPTION
Project Manager: Jeanine Neipert JNeipert@tidalbasin.rphc.com	with program management for recovery operations, including hazard mitigation grant program design and implementation ; long-term recovery efforts; updating the state hazard mitigation plan ; and support for the finance division's implementation .
New York City Housing Authority (NYCHA) Hazard Mitigation Grant Program Active contract Project Manager: Jeanine Neipert JNeipert@tidalbasin.rphc.com	Tidal Basin assists NYCHA in the project design and implementation of a combination of mitigation actions, including permanent floodwall construction ; removal, replacement, and relocation of electrical equipment above the base flood elevation ; and dry floodproofing at three sites protecting 27 buildings from flooding and sea level rise. Our team of mitigation experts manage the project on behalf of the New York Department of Homeland Security and Emergency Services.
New York City Business Preparedness and Resiliency Program (PREP) \$3M CDBG-DR Project ongoing Project Manager: Bailey deRouen bderouen@tidalbasin.rphc.com	The Business PREP program, designed to assist businesses in implementing operational and physical resiliency measures through one-on-one site visits and assessments, provides grants to help businesses implement low-cost resiliency improvements , business resiliency online resources, and emergency preparedness workshops. The program helped small businesses learn how to better protect themselves both physically and financially through workshops, webinars, and other online resources. Our technical advisor, Bailey deRouen, and program manager, Amber Madden, were the program and policy leads on this program while working for NYC Office of Management and Budget.
New York City Resiliency Innovations for a Stronger Economy (RISE) \$30M CDBG-DR Project ongoing Project Manager: Amber Madden AMadden@tidalbasin.rphc.com	The program, designed to implement innovative and cost-effective technologies, helped small businesses improve the resiliency of their critical infrastructure . The program addresses concerns regarding the welfare of eligible small businesses, as well as the local economies, residents, and employees that depend on them. Our technical advisor, Bailey deRouen, and program manager, Amber Madden, were the program and policy leads on this program while working for NYC Office of Management and Budget.
New York City Hunts Point Resiliency \$45M CDBG-DR Project ongoing Project Manager: Bailey deRouen bderouen@tidalbasin.rphc.com	A resiliency project designed to protect critical vulnerabilities for both community and industry, while supporting the community's social, economic, and environmental assets. The project involved extensive community outreach and engagement for the identification phase. It also included energy efficient upgrades to critical infrastructure with a focus on resiliency . Our technical advisor, Bailey deRouen, and program manager, Amber Madden, were the program and policy leads on this program while working for NYC Office of Management and Budget.
Center for New York City Neighborhoods (CNYCN) FloodHelpNY Home Resilience Audit Program CDBG-DR 2017-2019 Project Manager:	The Home Resilience Audit Program, funded via CDBG-DR dollars, provided home inspections, resiliency audit reports, and elevation certificates for homeowners vulnerable to flood risks. The reports assessed risk and provided a suite of recommended residential mitigation measures that could reduce risk and the cost of flood insurance. Our team member, Angela Lawson, was a project manager on the implementation of this program.

Relevant Hazard Mitigation and CDBG-MIT Experience and Qualifications	
PROJECT	DESCRIPTION
<p>Angela Lawson ALawson@tidalbasin.rphc.com</p>	
<p>State of Louisiana Comprehensive Resilience Planning Program CDBG-DR 2010 – 2016</p> <p>Project Manager: Angela Lawson ALawson@tidalbasin.rphc.com</p>	<p>The Comprehensive Resilience Planning Program was a competitive grant program at the state of Louisiana that funded the development of resiliency-based strategies. These strategies included comprehensive plans, zoning ordinances, floodplain regulations, integrated water management plans, green infrastructure financing and maintenance plans, and carbon sequestration market strategy. Our team member, Angela Lawson, designed, administered, and implemented all aspects of technical assistance and grants management for the program.</p>



Harpers Ferry National Historic Park sunset from Maryland Heights Overlook

Required References – CDBG-MIT Action Plans

Tidal Basin’s teaming partner, ICF, is currently assisting two other CDBG-MIT grantees with their Action Plans. As required under the RFP, we would like to provide references for both projects. Additionally, Tidal Basin is currently assisting Hendry County Florida with CDBG-MIT and CDBG-DR grant applications and program design. We have provided this project as an additional reference.

City of Columbia CDBG-MIT Action Plan Development	Client and Location:	Columbia Community Development Department 1201 Main Street, Suite 250. Columbia, SC 29201
	POP:	02/2020–Present
	Project Manager (ICF)	
	Name: Phone: Email:	Sue Southon +1 (248) 895-4411 Sue.Southon@icf.com
	Client Reference:	Gloria Saeed and Missy Gentry
	Name: Phone: Email:	+1 (803) 734-2700 Gloria.Saeed@columbiasc.gov Missy.Gentry@columbiasc.gov
State of Missouri CDBG-MIT Action Plan Development	Client and Location:	Missouri Department of Economic Development Harry S Truman State Office Building, 301 W High St, Jefferson City, MO 65101
	POP:	01/2020–Present
	Project Manager (ICF)	
	Name: Phone: Email:	Deb Siefert +1(225) 236-8194 Deborah.Siefert@icf.com
	Client Reference:	Marcy Mealy & Sam Komo
	Name: Phone: Email:	+1 (573) 751.4962 Marcy.mealy@ded.mo.gov Sam.Komo@ded.mo.gov
Hendry County Florida Grant Management Services	Client and Location:	Hendry County Florida P.O. Box 2340 LaBelle, Florida 33975
	POP:	10/2019–Present
	Project Manager (TB)	
	Name: Phone: Email:	Bailey deRouen +1(504) 289-8094 bdeRouen@tidalbasin.rphc.com
	Client Reference:	County Emergency Manager
	Name: Phone: Email:	Richard Lehmkuhl 863-674-5404 Richard.lehmkuhl@hendryfla.net

Team Member Experience

The Tidal Basin team is uniquely positioned to assist West Virginia as we have been working to support the State’s staff on their CDBG-DR grant, including training staff, reviewing and editing policies and procedures and developing process flows to help the state and its partners ensure compliance and efficiency as much as possible with existing CDBG-DR Programs. We are keenly aware of the need to be consistent throughout the various CDBG Action Plans, West Virginia’s Consolidated Plan, and the state of West Virginia Hazard Mitigation Plan, not only to ensure compliance with the federal rules and regulations, but to create efficiencies that will allow the CDBG-MIT program to launch and run seamlessly.

In the “Resume” section following the “Staffing Plan”, we provide our team resumes, which details what is illustrated below in the “Team Member Experience” table. Additionally, the resumes highlight the team’s extensive qualifications and knowledge of CDBG, CDBG-DR, and CDBG-MIT regulations, as well as the applicable crosscutting requirements such as Davis Bacon, URA, and Section 3.

Team Members	HUD Action/Haz MIT Plan Writing	Outreach and Engagement	Recovery and Mitigation Program	Data Analysis and Needs Assessments	Cross-cutting Federal Requirements	Training and Technical Assistance	HUD Waiver Writing	CDBG Regulations 24 CFR 570	Uniform Guidance 2 CFR 200
Amber Madden	•	•	•	•	•	•	•	•	•
Bailey DeRouen	•	•	•	•	•	•	•	•	•
Esrone McDaniels	•	•	•	•	•	•	•	•	•
Katy Sellers	•	•	•	•	•	•	•	•	•
Jennifer Paz		•		•	•	•		•	
Angela Lawson	•	•	•	•	•	•	•	•	•
Yolanda Abram	•	•	•	•	•	•	•	•	•
Jeremy Cirillo	•	•	•	•	•	•		•	
Erik Bethke					•				
Marinangeles Gutierrez	•	•		•	•	•		•	
Nbuduisi Ibeh	•		•	•	•	•	•	•	•
Joanne Potter	•		•	•					
Lauren Reef	•		•	•		•		•	
Shannon Kennedy	•		•		•	•		•	•
Deborah Siefert	•	•	•	•	•	•	•	•	•
Melissa Walker	•		•			•			

Our team is comprised of experts with years of experience managing federally funded disaster recovery and mitigation programs. We know how complex these programs can be to operate and the juggling act it takes to ensure full compliance while delivering meaningful projects and working toward a tight spending deadline. Our team is here to sort through the multiple layers of requirements and regulations and develop the systems needed to run a fully compliant CDBG-MIT program.

Team Overview

The Tidal Basin team includes leaders in the recovery industry. Tidal Basin’s selected team has a comprehensive understanding of developing compliant CDBG-MIT Action Plans as demonstrated by our prior experience. Our team has developed content for multiple compliant CDBG-MIT and CDBG-DR Action Plans, as well as Hazard Mitigation Plans. Below you will find a brief introduction to our firm and those of our partners.



Tidal Basin has provided recovery services for more than 35 years, as part of Rising Phoenix Holdings Company. As part of our portfolio of services, Tidal Basin offers clients full-service disaster recovery and mitigation consulting, including but not limited to: Community Development Block Grant-Disaster Recovery (CDBG-DR) and Community Development Block Grant-Mitigation (CDBG-MIT) Action Plan development and implementation; hazard mitigation plan development and implementation; community engagement and outreach services; and recovery, mitigation, and resiliency program design. We work with state and local governmental agencies to provide awareness of all possible disaster hazards and have the proper resources and protocols in place to minimize potential risks, mitigate potential losses, respond to disaster events, and efficiently navigate the recovery process.

Our Partner Firms

Tidal Basin has selected two partner firms to assist in the deliver of the CDBG-MIT Action Plan. These partners include ICF, HUD’s premier technical assistance provider for CDBG-DR grantees, and KSBR, a minority, woman-owned small business with signification Action Plan writing experience. These partners make of a strong team that will result in the delivery of a quality Action Plan for the State. Below we provide additional details on each firm for reference.



ICF Incorporated, L.L.C., is a limited liability company (NASDAQ: ICFI). ICF was founded in 1969 and has grown both organically and through acquisition to our current size of more than 7,000 specialized experts. We operate domestically and internationally as a multidisciplinary, publicly traded, professional services consulting firm that has supported major disasters in the nation since the late 1990s. Since our founding in 1969, ICF has helped clients solve their biggest challenges. When it comes to disaster recovery and mitigation, we deliver results that help transform our clients’ communities and propel them beyond recovery toward more resilient communities.

ICF includes in-house expertise in all the areas that West Virginia needs to provide comprehensive CDBG-MIT solutions— Mitigation, hazard analysis, policy, financial controls, data management, procurement, energy, environmental reviews, communications and outreach, transportation, training, workforce development, and building back for resilience (energy, adaptation, infrastructure, environmental, and

economic). ICF has a 30-year partnership with HUD—including providing technical and regulatory specialists in CDBG-DR, CDBG, and crosscutting requirements—and more than 20 years of successfully performing disaster recovery, hazard mitigation and preparedness work for the Federal Emergency Management Agency (FEMA).



KSBR, LLC, a minority, woman-owned, HUB-certified business, performs work nationally on various federal grant programs. They represent experience in the largest federally funded grant allocations from both HUD CDBG and FEMA programs with expertise that spans all phases of grant management from application preparation to implementation and closeout.

Their team members have worked on every aspect of a CDBG program whether it be grant administration, contract management, budgeting, construction management, database management, or process improvement. Our team members have over 12 years' experience working directly on various CDBG programs across the country. We have developed Action Plans for 7 Grantees. Our experience is in all main phases: development and data gathering, technical writing, and public outreach. We have developed Action Plans, designed Analysis of Impediments, and Needs Assessments working with state officials, local governments, impacted homeowners, and fair housing advocates.

The KSBR team also has experience developing federally compliant tools such as, Affirmatively Furthering Fair Housing assessments, grant applications, and policies and guidelines for CDBG-DR programs. They have subject matter experts that can help clients strategically plan how to handle both short-term and long-term recovery efforts, as well as develop impactful mitigation strategies for state and local regions. This expertise includes a deep understanding of the CDBG-MIT Federal Register Notice, HUD Eligible Activities, and National Objectives. CDBG-DR SMEs also serve as Lead Trainers on CDBG-MIT and the federal procurement requirements found at 2 CFR 200.



Wetlands in High Allegheny

Organizational Chart

Our organizational chart highlights the staff necessary to successfully complete this project. Our highly skilled experts provide West Virginia with the demonstrated experience required to create and submit an Action Plan for HUD approval.

We have structured our organizational chart into functional areas that will allow for coordination of the overall effort of Action Plan writing and on-time delivery of all required documents and scope items. In addition to staff included in the organizational chart, the Tidal Basin Team can provide additional personnel as dictated by the needs of West Virginia.

Meet Amber, Our Program Manager



Tidal Basin team’s program manager, Amber Madden, served as the Unit Head of the New York City Office of Management and Budget managing programs and policy for the \$4.4B in CDBG-DR funds for Hurricane Sandy recovery and resiliency programs. This experience includes managing the city’s CDBG-DR Action Plan content and amendment process and serving as the author of all required waiver requests. Additionally, Ms. Madden has an extensive planning and operations background. She has assisted CDBG-DR and CDBG-MIT grantees in Florida, New York, California, Houston, Texas, and Puerto Rico. Her blend of CDBG-DR Action Plan writing experience combined with her infrastructure, resiliency, and mitigation expertise will lead her to success with West Virginia in its endeavor to create a HUD-approved Action Plan for the state of West Virginia.

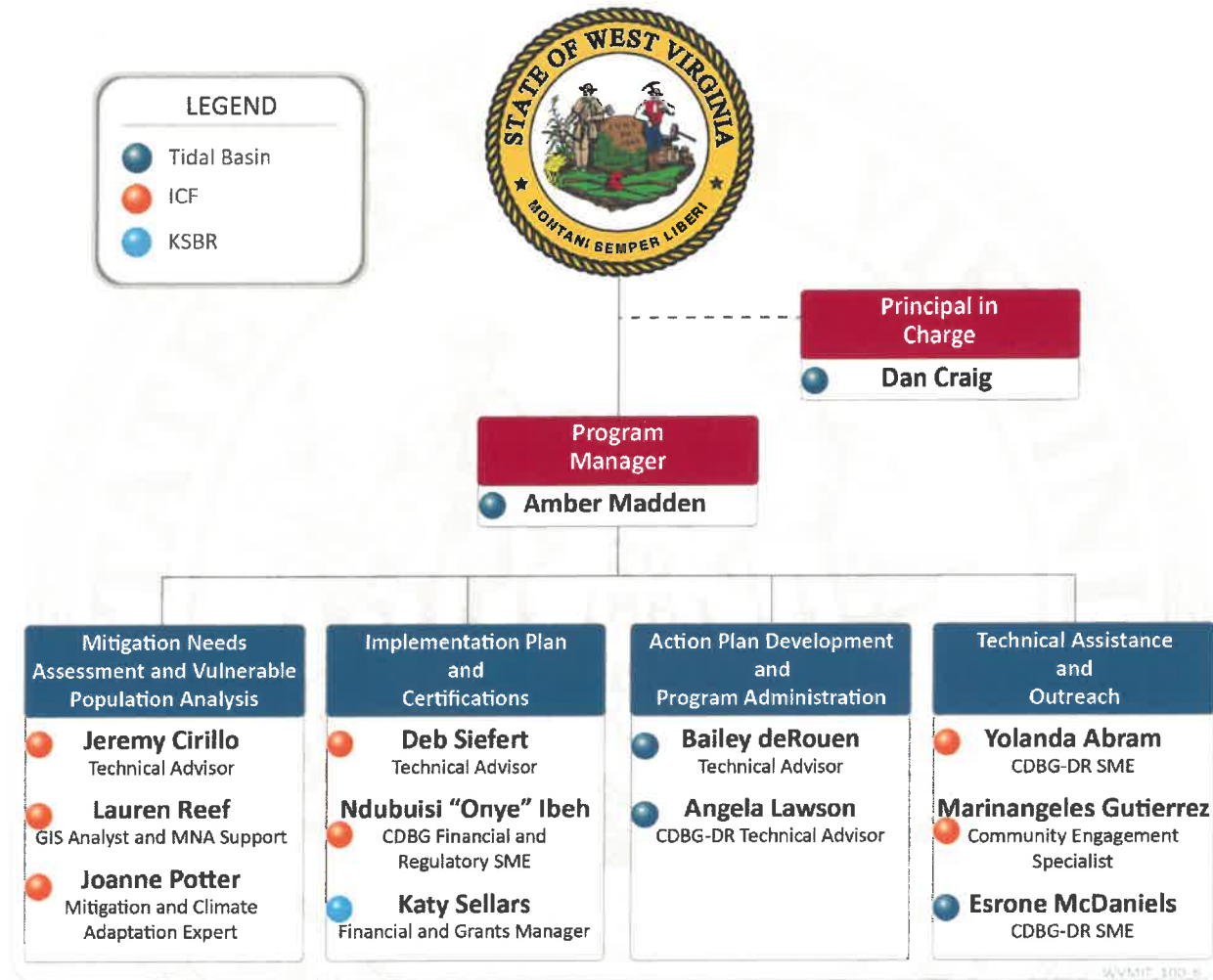
In order to write a successful mitigation action plan, one needs to have prior experience in writing action plans, mitigation program design, and implementation.

Amber has those skill sets and is ready to deliver for the State.



**Three Companies—
One Team**





Staffing Plan

The following table provides details of our staffing plan and onsite availability*. Tidal Basin has more than 35 years of emergency preparedness and response experience in all types working environments. As such, our team has implemented a comprehensive telework and client communication plan to ensure zero interruption of service to our clients. Our top priority is always the safety and health of our team and those we serve.

Onsite availability and Level of Effort (LOE) percentages correspond to the amount of time spent to complete the tasks the team member is responsible for over the course of the contract term and Action Plan submittal schedule. For example, as the Mitigation Needs Assessment and Vulnerable Population Analyses will be completed first, the LOE percentage represents this timeframe.

*Onsite availability is subject to the clarifications born out in the RFP Q&A which state West Virginia will encourage telework and implement virtual public hearings and engagement due to the COVID-19 Pandemic.

Staffing Plan			
Title	Role	Name	Onsite Availability and Level of Effort (LOE) %
Principal in Charge	N/A	Dan Craig	25%
Program Manager	Program Manager	Amber Madden	100%
Technical Advisor	Mitigation Needs Assessment	Jeremy Cirillo	50%
GIS Analyst and MNA Support	Mitigation Needs Assessment	Lauren Reef	10%
Mitigation and Climate Adaptation Expert	Mitigation Needs Assessment	Joanne Potter	10%
Technical Advisor	Implementation Plan	Deb Siefert	50%
CDBG Financial and Regulatory SME	Implementation Plan	Ndubuisi "Onye" Ibeh	10%
Certifications	Financial and Grants Manager	Katy Sellers	50%
CDBG-MIT Action Plan Development	Technical Advisor	Bailey deRouen	100%
CDBG-DR Technical Advisor	Program Administration	Angela Lawson	75%
CDBG-DR SME	Program Administration	Esrone McDaniels	25%
CDBG-DR SME	Technical Assistance	Yolanda Abram	25%
Community Engagement Specialist	Outreach and Engagement	Marinangeles Gutierrez	100%

Resumes

Our team resumes follow.

DAN CRAIG | PRINCIPAL IN CHARGE

MANGEMENT

Mr. Craig provides high-level corporate support as the Principal in Charge on this project, using his 21 years of experience in pre-and post-disaster consulting services to ensure successful execution of FEMA and CDBG-DR programs. In this position, Mr. Craig works closely with HUD on CDBG-DR supplemented FEMA programs for unmet needs in housing, economic development, and infrastructure. He also initiated program guidance for using the global match methodology with CDBG-DR and FEMA funds.

As FEMA Region 1 Administrator, Mr. Craig worked with FHWA staff to integrate FEMA PA and FHWA ERP programs ensuring disaster recovery in a coordinated manner. As FEMA Director of Recovery, he worked with FHWA HQ staff to develop policies that worked to ensure program funds were used to fill gaps in disaster relief of federal and non-federal roads. Additionally, Mr. Craig worked with FHWA ERP funds to manage debris removal from federal aid roads in major disasters including tornadoes in southern Indiana, Hurricane Katrina and superstorm Sandy.

RELEVANT EXPERIENCE

Tidal Basin Government Consulting, LLC, Founder and Senior Vice President, Virginia

Mr. Craig is the Founder and president of Tidal Basin Government Consulting, LLC, a consulting firm that specializes in government consulting for local and state government-related disaster recovery, focusing on FEMA programs. Manages the firm's various projects, ensuring client's programs meet expectations, budget, and overall goals and oversees administrative and financial functions.

Principal in Charge, Sheltering and Temporary Essential Power (STEP) Pilot Program – "Tu Hogar Renace," Department of Housing, Government of Puerto Rico

Mr. Craig oversaw the largest FEMA STEP program in disaster history, providing housing assistance and repairs for more than an estimated 200,000 households. Worked with program manager to develop a work plan and strategy for project startup in less than two weeks, including developing program guidance, applicant outreach, initial inspections, and employee training. Managed program execution with more than 1,100 in-house and subcontract staff who reached more than 215,000 residents across Puerto Rico.

Principal in Charge, FEMA Housing Inspection Services, CONUS, OCONUS, and Tribal Locations

Mr. Craig serves as the principal in charge and board director of the Vanguard Emergency Management Joint Venture. He provided damage inspections and fraud verification of applicants for FEMA Individual Assistance grants. Oversaw both the contract and project, which at its peak in 2017 employed



EDUCATION:

- MBA, Purdue University
- MBA, Central European University
- B.A., Purdue University

RELEVANCY TO SCOPE OF WORK

- Over 21 years of experience in emergency management and disaster recovery.
- Acted as principal in charge for one the first six STEP programs in the nation and principal in charge in Puerto Rico for the largest FEMA STEP program in disaster history.

more than 12,000 staff and inspectors working in six states and territories, performing more than 1.2M household inspections. Worked with FEMA executives to develop and implement program improvements to speed assistance to disaster survivors while keeping program policies and regulations intact. Served on the JV board of directors and as board liaison to the program manager, ensuring all project metrics for JV and FEMA are met.

Recovery Division, FEMA Region I - DHS, FEMA, Director, Washington, DC.

Mr. Craig appointed by President George W. Bush as director of recovery for the DHS on October 25, 2003. Responsible for the management of a division with peak staff of nearly 7,200 in 15 permanent and 30 temporary locations. Lines of business, which directly reported include customer service and processing centers, home inspection services, temporary housing, public property repair / restoration, Individual Assistance grant program and quality assurance and evaluation. In 2004, division obligated more than \$5.4 billion to individual victims and public sector for damages from more than 120 presidential declared disasters, emergencies, and fires, while processing more than 2.5M applications from victims through its National Disaster Processing Centers. Oversaw federal government recovery efforts from the destruction caused by the major hurricanes of 2004. As the Director of Region I, was appointed by President George W. Bush in September 2001 and sworn-in as regional director for the New England Area, October 8, 2001. Responsible for all FEMA mitigation, preparedness, response and recovery, and training activities in the six New England states. Managed 85 full-time staff and 350 disaster reserve staff. Established a regional strategic plan to accomplish national priorities and goals.

AMBER MADDEN | PROGRAM MANAGER

MANGEMENT

Ms. Madden is a Disaster Recovery professional with more than 10 years of economic and community development experience, including work in federal, HUD, and CDBG-DR grants management, housing, infrastructure, economic revitalization, resiliency, and financial management. She is an expert in federal procurement regulations, subrecipient management, and CDBG-DR-funded FEMA local match. She has provided her expertise to large CDBG-DR grantees such as Puerto Rico, and the cities of Houston and New York.



RELEVANT EXPERIENCE

Technical Advisor, Puerto Rico Department of Housing, CDBG-DR Housing Repair, Reconstruction or Relocation Program (R3)

Provides subject matter expertise on Puerto Rico's single-family housing recovery program, R3. Her focus areas include establishment of efficient workflows, documentations, and procurement oversight.

Multiple Roles – Programs and Policy, New York City Office of Management and Budget, February 2015 – August 2018

- ▶ Provided subject matter expertise for the city of Houston in its implementation of the \$1.2B CDBG-DR award received after Hurricane Harvey with a focus on overall financial management processes such as federal drawdowns, contractor and homeowner payment setup, cash flow projections and grant reporting.
- ▶ Assisted in the development of the city's Action Plan Amendments, Program Guidelines, and Standard Operating Procedures for all programs.
- ▶ Wrote successful waiver requests the Texas General Land Office (GLO) and HUD to facilitate program implementation and roll out.

Wrote multiple successful waiver requests related to HUD requirements to facilitate CDBG-DR program implementation. Multiple Roles – Programs and Policy, New York City Office of Management and Budget, February 2015 – August 2018

- ▶ As a Unit Head, served as a Program and Policy Supervisor for approximately \$4.4B in HUD CDBG-DR grant funds for housing, economic development, resiliency, mitigation, and infrastructure programs throughout NYC.
- ▶ Coordinated with multiple municipal and federal agencies to set up new programs, manage aggressive timelines, make strategic funding decisions, and assist in program implementation
- ▶ Managed the city's CDBG-DR Action Plan, amendment process, and response to public comments.

EDUCATION:

- M.S., Economics and Economic and Community Development, Illinois State University, 2013
- B.S., Economics, Western Michigan University, 2008

RELEVANCY TO SCOPE OF WORK

- Managed Content for two CDBG-DR Action Plans
- Extensive community outreach experience
- Expert trainer – CDBG and 2 CFR 200
- Experienced and successful Waiver author

- ▶ Liaised with elected officials and create briefings and testimony for city council hearings and press inquiries.
- ▶ Interpreted Federal Register Notices, 2 CFR 200, 24 CFR 570, and other applicable grant regulations.
- ▶ Wrote multiple successful waiver requests related to HUD requirements to facilitate CDBG-DR program implementation.

Training Projects Coordinator, Illinois Department of Human Rights – Housing Division, February 2014 – February 2015

- ▶ Managed and administered two HUD grants for the development of training programs for CDBG recipients.
- ▶ Managed budgets and created reports for HUD grants, maintaining accurate records and spreadsheets.
- ▶ Authored the update to the technical guide on Fair Housing for Illinois municipalities.

Fair Housing Test Coordinator, Access Living of Metropolitan Chicago, September 2013 – March 2014

- ▶ Coordinated Fair Housing tests to detect housing discrimination against individuals with disabilities as part of a HUD grant initiative
- ▶ Gathered and synthesized quantitative and qualitative data for quarterly HUD grant reporting.
- ▶ Worked with housing providers to solve disability-related issues, writing reasonable accommodation and modification requests, and provided training when necessary.

JEREMY CIRILLO | TECHNICAL ADVISOR

MITIGATION NEEDS ASSESSMENT AND VULNERABLE POPULATION ANALYSIS

Mr. Cirillo has several years of experience in assisting clients with planning, development, implementation, and program management of disaster recovery and hazard mitigation programs funded through HUD Community Development Block Grant–Disaster Recovery (CDBG-DR) and FEMA Hazard Mitigation Grant (HMGP) programs. As a Disaster Management Specialist for ICF, he provides expertise to support multiple disaster recovery initiatives across the US while also supporting strategic business development efforts for division growth.

Mr. Cirillo’s work with ICF includes support in the rapid start-up and implementation of housing recovery programs in Houston, Texas and provided expertise in the development of operating procedures and training for North Carolina’s Office of Recovery and Resiliency’s Buyout and temporary relocation programs. Prior to ICF, Mr. Cirillo served as Assistant Project Controls Specialist for PSEG/LIPA’s \$729 million-dollar project to strengthen critical electrical infrastructure on Long Island under FEMA’s Section 428 program where he assisted with managing successful execution of program activities from construction, permitting, budgeting and schedule and was responsible for project reporting.

RELEVANT EXPERIENCE

Disaster Management Specialist, Project Support & Staff Growth (PSSG)

As a member of ICF’s Disaster Management Division’s Program Support and Staff Growth (PSSG) Practice, Mr. Cirillo serves as a valuable division-wide resource to provide project start up and implementation support, policy and planning support, and training development for multiple Disaster Recovery projects as needed. In addition, Mr. Cirillo supports business development initiatives like capture support, market research and proposal writing to identify business opportunities and grow the capabilities of the Division.

Project Manager, Risk-Based Mitigation Needs Assessment, City of Columbia’s Community Development Block Grant Mitigation (CDBG-MIT) Action Plan

Mr. Cirillo led a team to develop the Mitigation Needs Assessment for the City of Columbia’s Community Development Block Grant Mitigation (CDBG-MIT) Action Plan to receive \$18 million in mitigation funding. Mr. Cirillo quickly identified key data needs to analyze the historical impact of hazards and future risk to the City’s community lifelines and worked with the City and Regional Planning Commission to determine data availability. Mr. Cirillo also coordinated with multiple City and State departments and other key stakeholders to align the Action Plan with other state mitigation plans, activities and goals. Mr. Cirillo’s team was able to develop the Mitigation Needs Assessment in less than 2 weeks to meet the client’s delivery schedule to HUD.



EDUCATION:

- B.A., Geography and Sustainability Studies, CUNY Hunter College - 2016

RELEVANCY TO SCOPE OF WORK

- Led a team of 4 to develop a Mitigation Needs Assessment for the City of Columbia’s CDBG-MIT Action Plan in under 2 weeks to meet HUD’s submittal deadline.
- Assisted with the rapid program development of program procedures and the opening of 5 Intake Centers in Houston, Texas to begin serving applicants within 45 days of contract execution.
- Developed a management system and tools to evaluate application completeness for Intake Staff that identified process improvements which greatly enhanced staff performance and production of project deliverables within two months.

Project Manager, Risk-Based Mitigation Needs Assessment, Missouri Department of Economic Development's Community Development Block Grant Mitigation (CDBG-MIT) Action Plan, December

Mr. Cirillo served as the Project Manager leading development of the Risk Based Mitigation Needs Assessment for Missouri's Community Development Block Grant Mitigation (CDBG-MIT) Action Plan to receive over \$40 million in mitigation funding. Mr. Cirillo oversaw the effort to analyze all significant current and future hazards in the state, with specific emphasis on the State's Most Impacted and Distressed (MID) areas. Mr. Cirillo's coordinated with multiple state agencies and stakeholders to align the Action Plan with other state mitigation plans, activities and goals. With this assessment, Mr. Cirillo provided the State with a substantive, data-driven basis for mitigation program design and funding decisions for projects that will increase resiliency to future storms.

Policy and Planning Support, North Carolina Office of Recovery and Resiliency (NCORR)

Mr. Cirillo assists with the creation and implementation of Standard Operating Procedures (SOPs) for program staff to successfully implement NCORR's Buyout Program and temporary relocation services. Mr. Cirillo's work also involves designing operating procedures, process flows, training development and identifying areas for streamlining operations to ensure the program's success.

Policy and Operations Management, Disaster Recovery Intake and Outreach Services, Houston, Texas

Mr. Cirillo was a member of ICF's project management team overseeing Intake and Outreach for \$1.1 billion-dollars of Community Development Block Grant Disaster Recovery (CDBG-DR) funding in Houston, Texas. Mr. Cirillo assisted in the rapid start-up of operations and development of program guidelines and procedures to effectively implement application intake for Homeowner Assistance, Reimbursement, and Buyout programs within 45 days of contract execution.

Mr. Cirillo lead the effort to develop a management system to evaluate application completeness for Intake Staff that identified process improvements and greatly enhanced staff performance and production of project deliverables within 2 months.

In addition, Mr. Cirillo worked closely to evaluate the capabilities of, and identify improvements to the Program's case management software, which helped to streamline intake services.

Assistant Project Control Specialist, PSEGLI FEMA Hazard Mitigation Program

Mr. Cirillo served as Assistant Project Controls Specialist on H2M's program management team for the PSEGLI's FEMA Hazard Mitigation Program. This was a \$729 million-dollar construction project aimed at storm hardening 1000+ miles of transmission and distribution lines to increase storm resiliency under Section 428 of FEMA's Public Assistance Program. Mr. Cirillo assisted in management and oversight of project execution from construction, permitting, budgeting, schedule and reporting.

Mr. Cirillo managed the coordination of construction subcontractor activities and third parties to ensure critical construction engineering designs and project schedule changes were communicated and documented. In addition, he also assisted in reviewing project as-builts and photo reports to validate contractor work for payment and close-out packages.

In addition, he assisted with securing construction and environmental related municipal and state work permits and coordinated with construction contractors to ensure permit compliance.

LAUREN REEF | GIS ANALYST AND MITIGATION NEEDS ASSESSMENT SUPPORT

MITIGATION NEEDS ASSESSMENT AND VULNERABLE POPULATION ANALYSIS

Ms. Reef supports CDBG-DR and CDBG-MIT funded projects in a variety of capacities, including researching and writing mitigation needs assessments, creating dashboards and reports, designing and facilitating trainings, and writing SOPs designing process flows. Ms. Reef has supported the development of mitigation needs assessments for the state of Missouri and city of Columbia. Before joining disaster management, Ms. Reef worked in the public health line of business at ICF for three years, supporting evaluation of and technical assistance for the Centers for Disease Control and Prevention (CDC) and other public and private sector clients.



RELEVANT EXPERIENCE

Project Manager, Risk-Based Mitigation Needs Assessment, City of Columbia's Community Development Block Grant Mitigation (CDBG-MIT) Action Plan

Ms. Reef supported the development of the Mitigation Needs Assessment for the City of Columbia's Community Development Block Grant Mitigation (CDBG-MIT) Action Plan to receive \$18 million in mitigation funding. Her contributions included researching past disaster events in the Columbia area and collaborating with a GIS specialist to create maps of past events. She also conducted an analysis using US Census and CDC Social Vulnerability (SoVI) data to determine areas that are more likely to be affected adversely by future events. The ICF team was able to develop the Mitigation Needs Assessment in less than 2 weeks to meet the client's delivery schedule to HUD.

Project Manager, Risk-Based Mitigation Needs Assessment, Missouri Department of Economic Development's Community Development Block Grant Mitigation (CDBG-MIT) Action Plan

Ms. Reef worked with a team to produce the Risk Based Mitigation Needs Assessment for Missouri's Community Development Block Grant Mitigation (CDBG-MIT) Action Plan to receive over \$40M in mitigation funding. Ms. Reef collected and analyzed data from various sources to determine past impact of particular risks. She also created maps of past disaster events to identify the effects to state and HUD Most Impacted Distressed (MID) areas using QGIS. Ms. Reef conducted an analysis using US Census and CDC Social Vulnerability (SoVI) data to determine areas that are more likely to be affected adversely by future events. In order to integrate the perspectives of multiple stakeholders, Ms. Reef conducted a quantitative and qualitative analysis of survey data collected from business leaders and Missouri Council of Government members. The resulting comprehensive Mitigation Needs Assessment allowed the state to make critical decisions about how to spend their CDBG-MIT funding.

EDUCATION:

- Master's in Development Practice, Monitoring and Evaluation Concentration, Emory University - 2016
- B.A., Anthropology, North Carolina State University - 2009

RELEVANCY TO SCOPE OF WORK

- Conducted quantitative, spatial and qualitative analysis of data for City of Columbia's and State of Missouri's Risk-Based Mitigation Needs Assessments.
- Leads development of data reporting requirements and produces weekly reports in Power BI for the PRDOH R3 project to support data driven decision making.

Data and Reporting Lead, CDBG-DR Homeowner Repair, Reconstruction, and Relocation (R3) Program, Puerto Rico Department of Housing (PRDOH)

Ms. Reef leads internal data analytics and reporting for the PRDOH R3 program to support data driven decision making. Her contributions include collaboratively developing data reporting requirements with the project team, conducting data validation exercises between different data sources, aggregating and analyzing data for decision makers and turning it into useful and actionable reports. Ms. Reef also assists with project start up tasks, including creating process flows, writing SOPs, and cataloguing communication from the client and identifying where policy and process changes are needed as a result.

Program Launch Support, CDBG-DR Buyout Program, North Carolina Office of Recovery and Resiliency (NCORR)

Ms. Reef supported the design and launch of NCORR's voluntary Homeowner Buyout Program by writing Standard Operating Procedures (SOPs) for the Program's Case Managers. She developed associated materials to ensure consistent application of these SOPs, including process flows and training materials. In addition, Ms. Reef created clear and concise communication packets to share with elected officials in potential buyout zones.

Trainer, Preparing for Dissemination Webinar, CDC

While working in the Public Health line of business, Ms. Reef co-developed a webinar to for School Health Branch grantees to present options for dissemination of evaluation results. The webinar focused on nontraditional dissemination techniques and included a section on improving data visualization.

Task Lead, Evaluation Standards of Practice (ESoP) Project, CDC

While working in the Public Health line of business, Ms. Reef supported multiple tasks on the ESoP project, including data analysis, training, and task management. Ms. Reef led technical review of research protocols and published articles for adherence to the ESoP and has developed reporting templates, trainings, and tools to enhance the evaluation report process. Ms. Reef also developed country profiles for President's Emergency Plan for AIDS Relief (PEPFAR) countries using SIMS (site monitoring) Excel data and has developed and conducted trainings on SIMS data use and Quality Improvement for CDC headquarters and country office participants. Ms. Reef also contributed to the development of data visualization modules for a comprehensive training curriculum to be used to train country teams on monitoring, evaluation and ESoP.

Evaluator, The Black Church and HIV: The Social Justice Imperative, Gilead Sciences

While working in the Public Health line of business, Ms. Reef performed qualitative and quantitative data collection and analysis for a multiyear evaluation of a program to encourage faith leaders in Black churches to become more involved in HIV prevention and treatment utilizing a social justice framework. She conducted qualitative interviews with faith leaders and analyzed survey data using SPSS. In addition, she supported the synthesis of findings, data visualization, and report writing.

Evaluator, State Public Health Actions to Prevent and Control Diabetes, Heart Disease, Obesity, and Associated Risk Factors and Promote School Health Program (1305), CDC

While working in the Public Health line of business, as a part of the national evaluation of a coordinated approach to chronic disease funding and program implementation, Ms. Reef analyzed over 100 grantee documents using MAXQDA (evaluation reports, annual progress reports, and past interviews). During the 2017 project year, Ms. Reef conducted extensive analysis of the relationship between synergy and performance outcomes for programs combatting chronic disease in state health departments. In addition to qualitative coding and analysis of qualitative data, Ms. Reef also supported integration of qualitative and quantitative data, data visualization using Excel, and report writing in all project years.

JOANNE POTTER | MITIGATION AND CLIMATE ADAPTATION EXPERT

MITIGATION NEEDS ASSESSMENT AND VULNERABLE POPULATION ANALYSIS

Joanne Potter has worked over twenty-two years supporting decision makers in integrating climate change into urban and regional planning and risk management, with particular expertise in risk assessment, land use, and infrastructure development. She brings to her work a strong commitment to equity and inclusive communities, grounded in her early career in affordable housing development in Boston. She recently supported the development of CDBG-MIT Action Plans for the state of Missouri and for the City of Columbia, South Carolina, helping to incorporate climate change considerations into the risk analysis and adaptation strategies to ensure robust and sustainable actions to increase resilience. She is currently supporting the County of Fairfax, Virginia in developing its County Energy and Climate Action Plan. Ms. Potter is co-author of the recently published *Ready for Tomorrow: Seven Strategies for Resilient Infrastructure*.

Ms. Potter worked with numerous federal agencies and international donors to address the climate resilience of their investments and programs. She managed a Millennium Challenge Corporation (MCC) program to integrate climate resilience into MCC's global investments and business processes. She has supported the U.S. Department of Transportation, the Strategic Environmental Research and Development Program of the U.S. Department of Defense, USAID, the World Bank, Green Climate Fund, and the Brazilian National Association of Industries.

RELEVANT EXPERIENCE

Senior Expert, Risk Assessment, City of Columbia, South Carolina Community Development Block Grant Mitigation Action Plan Consultant Services

ICF is supporting the City of Columbia in developing its Community Development Block Grant Mitigation (CDBG-MIT) Action Plan to increase the resilience of the City following multiple disasters, including the 2015 floods. Ms. Potter supported the development of the Mitigation Needs Assessment, with particular focus on the potential impact of climate change on future risks. She worked with ICF data processing specialists to generate historical and projected summary data for temperature and precipitation in the Columbia area, to help assess the effect climate change may have on storm and flood events in the City and identify stress factors that should be considered in selecting and designing mitigation measures.

Senior Expert, Risk Assessment, Missouri Community Development Block Grant Mitigation Action Plan Consultant Services, Missouri Department of Economic Development

ICF is assisting the Missouri Department of Economic Development in drafting their Community Development Block Grant Mitigation (CDBG-MIT) Action Plan, including conducting a risk assessment, designing and implementing a citizen participation plan, and ensuring state certifications. Ms. Potter is



EDUCATION:

- Master of City Planning, Massachusetts Institute of Technology, 1994
- B.A., Independent Concentration, University of Massachusetts at Amherst, 1976

RELEVANCY TO SCOPE OF WORK

- More than 22 years of experience in climate change vulnerability assessment, risk management, and mitigation
- Expert in national and international climate risk management for infrastructure and urban areas
- Supports governments and donors in integrating climate considerations in investments
- Hands-on capacity building and trainer in developing countries
- Led major national studies addressing GHG emissions from mobile sources

supporting the integration of future climate change into the Mitigation Needs Assessment. This includes analyzing future climate scenarios and the impact on key hazards as part of a comprehensive state-wide hazard profile and risk analysis, and consideration of the implications of climate change on FEMA's 7 Community Lifelines at the local level. She supported the potential effects of climate change on potential mitigation solutions, to help ensure the long-term viability of mitigation investments.

Community Engagement and Outreach Coordinator, Fairfax County Virginia Community-Wide Energy and Climate Action Plan (CECAP)—Fairfax County Virginia

Potter is part of ICF's team supporting Fairfax County Virginia in developing the County's Action Plan. She is supporting the county's engagement strategy to incorporate technical experts, community stakeholders, and the private sector in reviewing emissions projections, prioritizing mitigation strategies across the building, transport, and energy sectors, and conducting outreach to the broader public to promote buy-in and participation in the ultimate plan.

Senior Climate Adaptation Expert, Assessment of Green Climate Fund Investments in Small Island States (SIDS), Green Climate Fund

Ms. Potter is supporting the Green Climate Fund (GCF) in an analysis of GCF investment to support Small Island States (SIDS) in the Pacific, Caribbean/Latin America, and Africa. This work includes designing and conducting a review of external literature from academic and non-academic sources showcasing climate change challenges, solutions, and innovations in SIDS to determine the current state of practice and the degree that innovative solutions have been pursued to support SIDS advancement in low-carbon development and risk reduction. The team will review all approved GCF projects in SIDS (~24) and benchmark against the results of the external literature review in terms of innovativeness and risk-taking, conducting a systematic assessment of the effectiveness/results of GCF projects in SIDS and their anticipated scale and replicability.

Project Manager, Technical Assistance in Climate Adaptation and Mitigation—Millennium Challenge Corporation

Ms. Potter led ICF support to the U.S. Millennium Challenge Corporation (MCC) in integrating climate change considerations into MCC's compact development processes. This included design and testing of new protocols to support staff in evaluating and addressing climate risks as part of their screening process, assessing adaptation options, and identifying the implications of investments strategies on energy efficiency and greenhouse gas emissions. This work included development of guidance documents and tools for MCC staff, and support to MCC technical teams in compact development for developing countries including Morocco, Tunisia, and Indonesia. Ms. Potter led MCC's collaboration with the Hoover Institution to convene experts in climate science and infrastructure development to identify strategies to more rapidly incorporate climate risks into infrastructure investments. She co-authored the resulting white paper, published by the Hoover Institution, *Ready for Tomorrow: Seven Strategies for Resilient Infrastructure*.

Project Manager, EcoMicro Belize: EcoMicro Green Finance for MSMEs in the Agriculture and Fisheries Sectors in Belize—InterAmerican Development Bank and the Government of Canada

Ms. Potter led the EcoMicro Belize project to support the Belize Credit Union League in developing green finance products to support small-scale farmers and fisherfolk in Belize in increasing their resilience to climate change, increasing energy efficiency, and building sustainable livelihoods.

DEBORAH SIEFERT | TECHNICAL ADVISOR

IMPLEMENTATION PLAN AND CERTIFICATIONS

Ms. Siefert has 20 years of specialized experience in managing U.S. Department of Housing and Urban Development (HUD) funded programs for entitlement communities and Community Development Block Grant Disaster Recovery (CDBG-DR) programs across the U.S. Ms. Siefert has been the program manager for over \$4B in CDBG-DR disaster funds including Louisiana, Texas, Minot, North Dakota, New York City, and Colorado. Ms. Siefert is a Subject Matter Expert (SME) in all CDBG-DR funded activities including housing, infrastructure, economic development, program design, implementation, and monitoring strategies and compliance with cross-cutting federal requirements such as environmental review, Davis Bacon, lead based paint, relocation, and procurement. Ms. Siefert has extensive knowledge with contract management, Action Plans and policy development and implementation.



EDUCATION:

- Juris Doctor, Law, Southern Illinois School of Law, 1996
- B.S., Geography, Southern Illinois University, 1993

RELEVANCY TO SCOPE OF WORK

- Subject Matter Expert in all CDBG-DR funded activities with 20 years of HUD funded program management

RELEVANT EXPERIENCE

Principal Consultant, Siefert Management Solutions

Ms. Siefert launched Siefert Management Solutions in the Spring of 2018 to pursue unique opportunities within the disaster recovery field of services. She was engaged in the on-going CDBG-DR program support for the Boulder County Collaborative in Longmont, Colorado; providing strategy solutions for the state of North Carolina to implement its CDBG-DR program start-up; consultations with the state of California Office of Emergency Services for the Camp and Paradise Fires; and CDBG-DR proposal-writing for a major housing contractor in the Houston-Galveston area.

Director of CDBG-DR, New York City CDBG-DR Oversight, Hagerty Consulting

Ms. Siefert joined Hagerty Consulting in early 2013 to start the CDBG-DR line of business for the firm. Hagerty had won the contract with the city of New York to manage its Federal Emergency Management Administration (FEMA) assistance after Hurricane Sandy. Hagerty was also interested in assisting the city with the \$4 billion allocation of CDBG-DR funds allocated by HUD. Ms. Siefert was brought onto the New York City project and quickly began to strategize with the City's Office of Management and Budget (OMB) regarding their oversight responsibilities under HUD disaster funding. Working with the OMB staff to develop efficient and manageable oversight of the CDBG-DR funds which were dispersed through various divisions within NYC government. Ms. Siefert helped establish both staff and mechanisms for tracking expenditures and drawing reimbursement funds from HUD.

Boulder County Collaborative (BCC)

In 2014, Hagerty won the prime contract to assist the City of Longmont and Boulder County establish a county-wide collaborative of local governments within Boulder County to self-direct its recovery needs after the devastating floods in September 2013. Ms. Siefert helped to structure the BCC and develop a program that could be managed throughout the county from the city of Longmont offices employing a comprehensive workflow and data management system using a cloud-based platform. The state of Colorado and HUD approved a sub-allocation of over \$60 million dollars to address housing repairs, mobile home replacement, and housing buyouts including matching HMGP through the Global Match approach. CDBG-DR funds were also received for replacement of public facilities, repair and replacement of roads and bridges, as well as work to build additional resiliency and environmental features into the final designs. Based on the success of the collaborative approach, HUD has recommended this as a best practice for disaster impacted communities.

State of Colorado

In 2016, the State of Colorado issued a request for proposals for disaster management firms to develop a strategy to assist them with monitoring oversight of their Pilot Watershed Resiliency program and Capacity Building program. Challenged with over 50 CDBG-DR grant awards to small non-profit watershed restoration organizations awarded sub-recipient agreements, Hagerty presented the winning strategy for flexible and efficient sub-recipient monitoring and technical assistance.

State of North Carolina

The state of North Carolina engaged Hagerty Consulting in February 2017. The state had just been awarded \$198M of CDBG-DR funds and needed subject matter expertise in developing a recovery strategy for the funds to be implemented through the States Emergency Management Division. Ms. Siefert lead the team in developing and submitting an Action Plan to receive the funds from HUD, setting a coordination structure between the State's Emergency Management and Department of Commerce to seamlessly transition from implementation to reimbursement for HUD. She developed a 2-day training for the newly hired case managers and housing center staff to complete application intake and eligibility reviews for homeowners utilizing the customized workflow and data management system. The training was very successful, and the centers opened and began taking applications on the third day. At the end of the first week of operations, there were over 300 applications in the system.

CDBG-DR Program Manager, CDM Smith, 2009–2013

Ms. Siefert lead the CDM Smith team as program manager for the \$67M CDBG-DR flood recovery project in Minot, North Dakota (2012-2013) and as housing manager for over \$100M Hurricane Ike funds in Texas (2009-2011). Projects included leading client strategy meetings on program development and implementation, staffing and training housing center staff, ensuring files were complete and compliant with HUD requirements. Other responsibilities included writing Action Plans and reports for submittal to HUD, developing policies and procedures, creating training material and job aids for approximately 50 staff, and monitoring activities.

NBUDUISI “ONYE” IBEH | CDBG-DR FINANCIAL AND REGULATORY SUBJECT MATTER EXPERT

IMPLEMENTATION PLAN AND CERTIFICATIONS

Mr. Ibeh has seven years of experience working in local government organizations on disaster recovery initiatives. In his previous role he has worked extensively with the Housing and Urban Development (HUD) on a variety of issues that have touched on financial management, grants management, infrastructure coordination, matching on Federal Emergency Management Agency (FEMA) funded programs, and Community Development Block Grant – Disaster Recovery (CDBG-DR) policy.

Mr. Ibeh is currently assigned as ICF’s infrastructure and finance lead, developing financial management tools and supporting ICF’s work with the Texas General Land Office (GLO) (\$5B CDBG-DR effort to carry out economic revitalization programs and provide funding to coastal communities recovering from the impacts of Hurricane Harvey).

At his prior place of employment, Mr. Ibeh was one of the founding members of the City of New York’s CDBG-DR team after Hurricane Sandy, assisting with the development of the City’s local match strategy and spearheading the process for properly accounting for costs associated with the disaster.

RELEVANT EXPERIENCE

Subject Matter Expert (SME), CDBG-DR Infrastructure and Finance

Mr. Ibeh currently serves as a CDBG-DR infrastructure and finance subject matter expert within the disaster management division. He assists the Texas General Land Office staff with reviewing vouchers (ensuring proper documentation to secure federal funding) and developing standard operating procedures. He has also assisted the Missouri Department of Economic Development with the review of their published Action Plan and completion of their financial certification for the CDBG-MIT grant.

Unit Head, Hurricane Sandy Recovery, Mayor’s Office of Management & Budget (OMB), City of New York

Mr. Ibeh supervised a team of fiscal/budget analysts to oversee the \$4.2B CDBG-DR budget. Tasks included budgeting CDBG-DR grant funds, monitoring spending, reimbursing eligible CDBG-DR costs, and ensuring the proper accounting of federal revenue. Tasks and accomplishments include:

- Created a Fiscal and Budget Unit to conduct due diligence on budgets, investigate unusual accounting transactions, assist management with operations, respond to auditors, etc.
- Streamlined fiscal management policies and procedures across staff in the areas of Expense, Capital, Revenue, and Payroll.
- Developed targeted reports to monitor expense and revenue activity (thru Excel, Power BI Dashboards, and QuickBase) to provide additional oversight, assist with forecasting, and increase the ability to do quality



EDUCATION:

- MPA, Cornell Institute of Public Affairs, Concentration in Economic and Financial Policy, 2013
- B.A., Liberal Arts, Social Behavioral Science: Concentration in Economics, Soka University of America, 2011

RELEVANCY TO SCOPE OF WORK

- Led the review and reimbursement for \$183 million of CDBG-DR funding associated with the re-opening of Bellevue and Coney Island hospitals after Superstorm Sandy.
- Helped the City of New York’s CDBG-Disaster Recovery taskforce develop standardized Policies and Procedures around financial and grants management.
- Coordinated with stakeholders and managed the reimbursement of CDBG-DR funding through the FEMA local match program.

control on fiscal processes.

- Supervising team's fiscal operations: preparing quarterly financial reports, analyzing budget and forecast fluctuations, monitoring spending and revenue recognition, reviewing capital funding requests, performing fiscal close activities, etc.
- Consolidated the management of CDBG-DR budget processes to develop standards across agencies and programs.
- Spearheaded the redesign of the standard operating procedures in carrying out duties related to fiscal management.
- Coordinated the process by which the City could recapture additional reimbursements for local match activities being funded by both FEMA and CDBG-DR funding streams.
- Secured, for the City of New York, roughly \$500M (12% of grant) through the CDBG-DR grant for the reimbursement of various costs tied to emergency preparedness and recovery activities related to Hurricane Sandy.

Project Consultant, JetBlue Project

Mr. Ibeh implemented design-thinking concepts with project team to redesign travelers' check-in experience at JFK airport and improve customer engagement at JetBlue's flagship JFK Terminal 5.

Project Consultant, Infrastructure Leasing & Financial Services, Mumbai, India

Mr. Ibeh analyzed financial statements and economic data, did due diligence on financial models, reviewed traffic studies, determined the NPV for a potential investment in a road construction company, and prepared memos for the firm's equity investors.

Intern, NYC Office of Management and Budget, New York City, NY

Mr. Ibeh reviewed and processed capital budget requests totaling \$15M to authorize capital project spending (e.g., specialized vehicles and facility repairs) for the Fire Department using the city's Financial Management System (FMS).

Project Consultant, Government of Tompkins County, Ithaca, NY

Mr. Ibeh led small student research team in redeveloping the 'Capital Plan' section of the Tompkins County's public budget report.

KATY SELLERS | FINANCIAL AND GRANTS MANAGER

IMPLEMENTATION PLANS AND CERTIFICATIONS

Ms. Sellers provides program management expertise nationally on disaster recovery construction programs. She has worked on programs for federal, state and local governments, and has managed projects and teams covering seven different recent disaster appropriations, representing billions of dollars in recovery aid from HUD and FEMA.

As the operations and public affairs director for the Texas General Land Office's Disaster Recovery program, Ms. Sellers managed various functional areas of recovery programs. She directed billions of dollars in contracts with more than 300 communities and vendors. She led the policy and planning area responsible for Action Plan and needs assessment development, compliance with HUD regulations and the Fair Housing Act, and was the key point of contact with HUD and Congressional staff. She is a subject matter expert on housing and infrastructure recovery programs; specifically, in working with communities and program applicants to assist them in navigating the processes for successful project implementation.

RELEVANT EXPERIENCE

Subject Matter Expert, Managing Principal of KSBR LLC, Clients in Texas and Across the Country

- ▶ Works with city and county staff to design, develop project applications, and implement CDBG program requirements
- ▶ Assists clients with GLO administrative requirements, procurement compliance, and financial draw requests
- ▶ Work with county staff, elected officials, and third-party engineers and contractors to develop project scope, oversee construction management, and monitor project schedules

Subject Matter Expert, New York City Build It Back (BIB) Program; New York, New York

- ▶ Worked with the city Program Director and key staff to design, develop policy, and implement program requirements
- ▶ Key advisor to the BIB Program Director and other project managers overseeing the Project Management Office (PMO), and coordinating the construction management teams in Brooklyn, Staten Island, and Queens resolving internal process issues and communicating the results
- ▶ Developed key program policies and designed new program initiatives to help expedite recovery work

Director, Operations and Public Affairs; Texas General Land Office, Disaster Recovery Program; Austin, Texas

- ▶ Managed the program development, communication, policy and business operations of the \$3+B disaster recovery program from



EDUCATION:

- ▶ B.A., Business Administration, Texas Tech University

RELEVANCY TO SCOPE OF WORK

- ▶ Former Texas General Land Office Operation and Public Affairs Director – Led policy and planning for multiple HUD-approved Action Plans and needs assessments
- ▶ Represented Texas GLO on the RESTORE Act Council, which was tasked with developing the competitive process for project selection including project scoring criteria, competition design, and funding priorities.

Hurricanes Ike, Dolly, Rita and Bastrop County wildfires

- ▶ Responsible for the development of goals and strategies to improve business processes and operational functions, created and launched new technology and media tools
- ▶ Appointed as the governmental liaison responsible for answering inquiries from HUD, testifying at legislative hearings and working with congressional staff to resolve local and program issues

State Agency Representative; RESTORE Act Council; Austin, Texas

- ▶ Represented the Texas General Land Office on the council tasked with development of the competitive process for Restore Act funding project selection as a result of the BP oil spill
- ▶ Helped with development of program scoring criteria, competition design, and funding priorities
- ▶ Worked in collaboration with five other state agencies to prepare for future funding allocations designed to bolster community economic recovery along the Texas gulf coast

BAILEY deROUEN | TECHNICAL ADVISOR

ACTION PLAN DEVELOPMENT AND PROGRAM ADMINISTRATION

Ms. deRouen's education coupled with her experience provides Tidal Basin clients with a source of knowledge that complements their recovery and mitigation priorities. Relying on her expert planning knowledge and training, she has written action and mitigation plan content leading to meaningful recovery and mitigation programs. Ms. deRouen holds a law degree in addition to her master's degree in Urban and Regional Planning with a concentration in Environmental and Hazard Mitigation.



RELEVANT EXPERIENCE

Program Manager, California Department of Housing and Community Development (CAL HCD), Community Block Development Grant – Disaster Recovery (CDBG-DR) Action Plan, 2018 Disasters, California Statewide

Ms. deRouen currently serves as the program manager for CAL HCD's Action Plan preparation, compliance and submittal to secure HUD approval for the appropriation of the CDBG-DR and CDBG-MIT funds after the destruction of the 2018 wildfires. Ms. deRouen oversees all required tasks required for an approved HUD Action Plan. These tasks include training, research, background on events and the impacts; unmet needs and the impacts; and the mitigation needs, as well as the required certifications required.

**New York City Office of Management & Budget, New York, New York
Various Positions – Program and Policy, CDBG-DR Unit**

Responsible program lead for approximately \$4.4B in CDBG-DR and National Disaster Resiliency (NDR) funds for recovery and resiliency programs across New York City. Responsible for compliance with all applicable HUD requirements, wrote waiver requests related to HUD requirements to facilitate CDBG-DR program implementation. Coordinated with multiple municipal, state, and federal agencies to manage public hearings, assist with Action Plan writing, developing new programs, manage aggressive timelines, make strategic funding decisions, and assist in program implementation.

Senior Analyst – Environmental Review, CDBG-DR Unit

Oversaw the environmental review process for the city's Hurricane Sandy CDBG-DR grant. Reviewed projects receiving CDBG-DR funds to determine the appropriate level of environmental review required and coordinated with all relevant city agencies and consultants to ensure the required reviews were compliant with all federal, state, and local environmental regulations.

Senior Urban Planner, Villavaso & Associates, New Orleans, Louisiana

Worked as part of a dynamic team to provide comprehensive services in the areas of land use planning and zoning with a focus on sustainability. Worked with municipalities across Louisiana to create comprehensive master plans and zoning codes to manage development. Developed hazard mitigation and neighborhood plans. Assisted in all aspects of these processes from soliciting and analyzing citizen feedback, to drafting and implementing zoning codes.

EDUCATION:

- Masters Urban and Regional Planning, Environmental and Hazard Mitigation Concentration, University of New Orleans, New Orleans, LA, May 2015
- Juris Doctor, Environmental Law Certificate, Loyola University New Orleans College of Law, New Orleans, LA, December 2010
- BA, History, Political Science, Christian Brothers University, Memphis, TN, May 2005

RELEVANCY TO SCOPE OF WORK

- 8+ years CDBG-DR Action Plan writing
- CDBG -DR program design
- 2+ years hazard mitigation and neighborhood plan writing



ANGELA LAWSON | CDBG-DR TECHNICAL ADVISOR

ACTION PLAN DEVELOPMENT AND PROGRAM ADMINISTRATION

Ms. Lawson, a Project Manager at Tidal Basin, has more than eight years' experience in resiliency planning and long-term post-disaster rebuilding. Her experience includes working with local and state governments to design and implement resiliency-based initiatives, programs, and policies. In addition, she has experience managing CDBG-DR funds, vulnerability and risk assessments, providing resilient redevelopment and mitigation recommendations, conducting outreach, and developing policies designed to increase a community's resilience.

Ms. Lawson has previously worked with the state of Louisiana, where she designed and administered CDBG-DR programs specifically geared toward building resiliency for the state's most vulnerable populations. She served as an advisor for the Greater New Orleans Urban Water Plan and co-led the development of the state of Louisiana's successful application for the National Disaster Resilience Competition (NDRC), which was a precursor to the CDBG-MIT funding.

RELEVANT EXPERIENCE

Technical Advisor, CDBG-DR Housing Repair, Reconstruction, or Relocation (R3) Program, Puerto Rico Department of Housing, Puerto Rico

The Puerto Rico Department of Housing (PRDOH) contract with Tidal Basin to implement the R3 in the North Central region of Puerto Rico, an area inclusive of heavily impacted and densely populated centers. Ms. Lawson serves as a technical advisor overseeing applicant processing, eligibility intake centers, as well as compliant documentation. The team opened two R3 applicant intake centers, located in Bayamon and Orocovis. The team completed rehabilitation, reconstruction, or relocation of 1500 homes. To date, more than 2,600 applicants have been processed at intake centers.

Strategic Advisor, Whole Community Resilience Planning Program, Foundation for Puerto Rico

The Foundation for Puerto Rico is responsible for implementing a \$37.5M resiliency planning program as part of Puerto Rico's CDBG-DR allocation. Angela provided the foundation with advisement on the development of program strategy, guidelines, and procedures.

Project Manager, Center for New York City Neighborhoods (CNYCN), FloodHelpNY, Home Resiliency Audit Program

The Home Resiliency Audit Program, funded by CDBG-DR dollars, provides home inspections, resiliency audit reports, and elevation certificates for homeowners at risk. Angela served as the project manager and provides CNYCN with a team of surveyors, engineers, and resiliency specialists who conduct audits of single-family and multi-family residences. The audits provide the homeowner with residential resiliency reports that assess the



EDUCATION:

- M.A., Communication, University of Illinois, Chicago, IL
- B.A., Political Science, University of Florida, Gainesville, FL

RELEVANCY TO SCOPE OF WORK

- Experience with development of CDBG-DR programs, guidelines and procedures
- Assisted in leading community outreach to impacted parishes regarding their needs and implementation capacity for Louisiana's NDRC application.
- Conducted resiliency risk and needs assessments for home conditions
- Recommended mitigation options for reducing disaster risks to the homeowners

current risk and condition of the home and provide a suite of recommended mitigation options that can potentially reduce the home's level of risk and flood insurance rate.

Co-author, state of Louisiana National Disaster Resilience Competition: state of Louisiana, Office of Community Development – Disaster Recovery Unit (OCD-DRU)

OCD-DRU served as the primary author for the state of Louisiana's National Disaster Resilience Competition application. The state of Louisiana was awarded \$90M dollars for two projects: the resettlement of a community threatened by land loss; the development of a revolving fund established at the state level for financing resiliency-based adaptation strategies in coastal Louisiana. Angela served as a co-author for the state of Louisiana's application. As co-author, she conducted cross-agency workshops to create effective and innovative solutions, conceptualized the state's approach to resilient recovery and development, drafted portions of the application, and assisted in leading community outreach to impacted parishes regarding their needs and implementation capacity. She participated in Rockefeller Resiliency Institutes during the application phase and post-award.

Comprehensive Resiliency Program: State of Louisiana, OCD-DRU

A competitive program designed to provide communities with financial and technical support to develop strategies that reduce their risk to chronic and acute stressors. Strategies include resiliency-based comprehensive plans, zoning ordinances, floodplain regulations, integrated water management plans, adoption, financing, and maintenance strategies for green infrastructure implementation, a nonstructural program for the Coastal Master Plan, and a carbon-sequestration market strategy. She developed the program procedures and guidelines, along with a supporting resiliency assistance program. She managed 59 state recovery contracts for OCD-DRU under the program. Ms. Lawson processed and assisted development of initial applications for funding, aide and training to sub-recipients and contractors on development of resilient communities, housing, infrastructure, and economies, as well project compliance.

Louisiana Resiliency Assistance Program (LRAP), State of Louisiana, OCD-DRU

As the planning lead at OCD-DRU, Ms. Lawson developed the Louisiana Resiliency Assistance Program with the LSU Coastal Sustainability Studio. The intent of the program was to help share and generate lessons learned in the development of resilience plans and practices across communities in the state of Louisiana. The program created a website for sharing news, resources, event information, funding opportunities and held workshops throughout the state for communities on topics such as reducing risk through codes ordinance and design, retrofitting communities and capital projects for risk reduction, and fostering social resilience through technology. The LSU Coastal Sustainability has continued to maintain the program and website and can be accessed at <https://resiliency.lsu.edu>.

ESRONE MCDANIELS | CDBG-DR SUBJECT MATTER EXPERT

TECHNICAL ASSISTANCE AND OUTREACH

Experienced disaster recovery professional who has promulgated policy at the state government level, directed programs at the state level, and managed projects at the local community level.



RELEVANT EXPERIENCE

Project Director, Puerto Rico Department of Housing, CDBG-DR Housing Repair, Reconstruction or Relocation Program (R3)

Mr. McDaniels serves as the Project Director for Puerto Rico's Department of Housing CDBG-DR Housing Repair, Reconstruction, or Relocation Program (R3). As the Director for one of the four Project Management firms (The Alliance for the Recovery of Puerto Rico) assigned to the program, island-wide; Mr. McDaniels oversees all intake, outreach, case management, inspection, construction, invoicing, and closeout activities on the project.

Deputy Project Director, Policy and Compliance, Puerto Rico Tu Hogar Renace Program

Provided management oversight for the drafting of all policies and standard operating procedures to support each functional area, outreach activities, program appeals, wage compliance and fraud activities; worked with the Department of Housing on FEMA policy clarifications and waiver requests; provided policy guidance and assistance to project personnel relative to policy and program allowances; drafted more than thirty (30) policy/program guidance documents that assisted with operationalizing program functions.

Subject Matter Expert, City of San Marcos Texas. Action Plan Development and Other Disaster Recovery Program Related Services

Worked closely with the assistant city manager and city council to develop their CDBG-Disaster Recovery Action Plan for a \$31M housing and infrastructure program; wrote the Risk Analysis Documentation report for San Marcos Action Plan; made presentations to the San Marcos City Council regarding Action Plan development process and progress; served as client liaison to city officials.

PMO Senior Manager for Restore Louisiana CDBG-DR Homeowner Assistance Program

Provided oversight functions related to policies and procedures development, training, AFWA, Compliance/Internal Controls and Appeals; coordinated Policy Change Control Board meetings and Exceptions Panel meetings with the state's Office of Community Development leadership; worked with at least 16 programmatic functional areas to develop standard operating procedures to support the overall structure for the Restore Louisiana Homeowner Assistance Program; assisted in drafting more than forty (40) policy/procedure change alerts providing policy guidance and/or clarifications.

EDUCATION:

- Master of Public Admin. (MPA), 2000, Florida State University
- B.S. in Finance and Multinational Business Operations, 1998, Florida State University

RELEVANCY TO SCOPE OF WORK

- Assisted in writing HUD CDBG-DR Action Plans and Amendments for five major storms
- Proficient in crafting public policy and program designs aimed to expedite recovery efforts while also complying with the federal regulatory framework governing the programs

Project Manager for New York State CDBG-DR Homeowner Rehabilitation Program

Managed one of four Disaster recovery centers in the state of New York that aggregately served more than 19,000 hurricane impacted applicants; responsibilities included overseeing more than 3,000 applications through the processes of applicant intake, verification and eligibility, grant award, construction and closeout; provided oversight of the state's Interim Mortgage Assistance (IMA) program that provided mortgage assistance of more than \$20M to applicants impacted by the hurricanes; managed 19 staff members assigned to the disaster recovery center.

YOLANDA ABRAM | CDBG-DR SUBJECT MATTER EXPERT

TECHNICAL ASSISTANCE AND OUTREACH

Yolanda Abram provides expertise in grant writing; program development, policy development; training and project oversight. Provided program leadership and technical assistance in the aftermath of nine disaster events, Hurricanes Hugo, Floyd, Ivan, Frances, Irene, the 2011 tornado in North Carolina, the 2013 Floods in Colorado, Hurricanes Matthew and Florence. Coordinated recovery efforts as the Director of the lead agency responsible for reporting on the status of the \$836 million appropriation funded by the North Carolina General Assembly in the aftermath of Hurricane Floyd.

Ms. Abram formed strategic alliances with key partners N.C. Department of Commerce, N. C. Division of Emergency Management, FEMA (Individual Assistance and HMGP), Small Business Administration, N. C. Voluntary Organizations Active in Disasters, U.S. Department of Agriculture, and the N.C. Housing Finance Agency. Provide TA on SBA and FEMA data systems to grantees, consultants and non-profit partners to explain how to interpret and utilize the information for case management, duplication of benefits and other regulatory requirements. Provide TA on the Stafford Act requirements, the Uniform Relocation Act, duplication of benefits and comparable replacement housing.

RELEVANT EXPERIENCE

Disaster Recovery Consultant, ICF

A member of the ICF Housing and Community Development team, providing guidance and expertise on Federal regulations and crosscutting requirements. Provide leadership to internal and external teams on the implementation of post-disaster efforts. Refine and improve program procedures; provide training and technical assistance in the field of housing, economic development and/or community development. Assist in the implementation of CDBG-DR programs, provide advisory and consulting services to clients through training and one-on-one communications.

Deputy Project Manager, Institute for Building Technology and Safety

- Staff augmentation for the N.C. Department of Commerce, grantee CDBG-DR Program
- Developed policies and SOPs for overall CDBG-DR Program operations for the grantee and subrecipient
- Provided TA to subrecipients who received grant awards to implement programs
- Monitored CDBG-DR programs
- Developed program process tools
- Coordinated and consulted with State and Units of General Local Governments partners



EDUCATION:

- M.S., Urban & Regional Planning, Alabama A&M University
- B.S., Criminal Justice, Tennessee State University

RELEVANCY TO SCOPE OF WORK

- 20+ years of experience assisting states, local governments, and non-profit agencies with disaster housing programs funded by the U.S. Department of Housing and Urban Development (HUD), Community Development Block Grant-Disaster Recovery (CDBG-DR) Programs, State funded disaster housing programs and the Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program (HMGP).

- Coordinated tasks assignments with staff
- Ensured that the program followed regulations and best practices
- Researched HUD and other implementing regulations and up-dated existing policies as needed
- Provided TA and support to DOC staff.

Independent Contractor, Hagerty Consulting

- Member of the team tasked to prepare the State of North Carolina's HUD CDBG-DR Risk/Unmet Needs Assessment; Action Plan (AP) and amendments; program design; and manuals for Hurricane Matthew recovery
- Drafted and edited documents for the delivery of the CDBG-DR Risk/Unmet Needs Assessment and Action Plan
- Developed the housing program design for the State of North Carolina CDBG-DR Hurricane Matthew housing recovery program.
- Drafted the policy and procedure sections for the: Citizens Participation Plan; Fraud, Waste and Abuse; Prevention of Duplication of Benefits; Comprehensive Disaster Recovery Website; Appeals Procedure; and State Monitoring Plan
- Participated in team meetings and collaborated with state agencies responsible for implementation and compliance management
- Collaborated with team members on housing specific procedures i.e. contractor standards, URA, DOB, appeals/complaints, reimbursements and housing counseling requirements
- Drafted the CDG-DR Housing Policy that included 13 housing programs
- Drafted the financial management, procurement, environmental, acquisition and relocation, monitoring and lead-based paint sections for the draft N.C. Division of Emergency Management's CDBG-DR Administrative Manual and supporting exhibits
- Provided research and editing support on the Infrastructure Manual
- Developed an intake application and income policy
- Designed supporting resources, templates and training materials for duplication of benefits and income
- Made presentations at training activities on the CDBG-DR intake application process to case managers, subject matter experts (SMEs), state staff and contractors
- Provided technical assistance to contracted SMEs assigned to intake centers
- Facilitated individual and group stakeholder review sessions to discuss strategy, requirements, best practices and to provide progress up-dates on deliverables.

Housing Manager, 3PL Consulting

- Staff augmentation and oversight in the aftermath of the 2013 floods for the City of Longmont, Colorado and the Boulder County Collaborative
- Provided technical assistance to the City of Longmont lead agency of the Boulder County Collaborative on HUD CDBG-DR programs i.e. Down Payment Assistance; Repair and Replacement; Tenant Relocations; Temporary Rental Assistance; Home Access; Demolition/Clearance; and Buyout/Acquisitions
- Conducted quality assurance and control reviews of CDBG-DR housing and HMGP projects

MARIANGELES GUTIERREZ | COMMUNITY ENGAGEMENT SPECIALIST

TECHNICAL ASSISTANCE AND OUTREACH

Driver in enacting change for international non-profit organizations, municipalities, and for-profit businesses. A strategist leveraging project management, community engagement, and marketing design to actualize multiple projects simultaneously in high-pressure environments. Versatile, resourceful, and efficient bilingual professional with over 8 years of experience.



RELEVANT EXPERIENCE

North Carolina's Office of Recovery & Resilience (NCORR), ICF International
Supporting the development and design of program implementation materials for NCORR to administer CDBG-DR funded relocation assistance in compliance with HUD and other federal regulations. Contributing to the translation of Spanish-language materials.

MEAL Advisor, Habitat for Humanity – Malawi

Completed a case study on Habitat for Humanity Malawi's MEAL Pilot. Supported monitoring, evaluation, and accountability efforts for disaster response and recovery, WASH, and vulnerable group projects. Executed a non-food items disaster response evaluation for Cyclone Idai, while supporting disaster recovery planning efforts in the Chikwawa District through a needs assessment and partner engagement.

Strategy Realization Intern, Habitat for Humanity International (HFHI)

Maximized the facilitation of strategy realization tracking and decision-support tools, while auditing opportunities for continuous improvement.

DRRR Special Project, Habitat for Humanity International (HFHI), Climate Change Positioning

Spearheaded an internal review to generate a clearer understanding of the Global Programs' vision for an institutional position on climate change for HFHI, while amplifying and centralizing current ad hoc efforts. Report: 'Building Strength, Stability, and Self-Reliance in a Warming World'

MEAL After-Action Review of 2018 US Disaster Response, Habitat for Humanity International

Selected as an internal consultant to evaluate the 2018 U.S. disaster response and offer recommendations for improvements based on interviews and workshops with staff and volunteers.

Climate Resilience Practice Intern, Mainstreaming Adaptation Papers, World Resources Institute – India

Contributed to the analyzation and synthesis of case studies to identify how enabling factors led to the implementation of mainstreamed climate change adaptation. Co-facilitated interviews with state department leaders in Madhya Pradesh, India on mainstreaming adaptation.

EDUCATION:

- M.D.P., Emory University – 2019
- B.A., Florida State University – 2011

RELEVANCY TO SCOPE OF WORK

- Developed the first sustainability plan in Georgia to be translated to English and Spanish.
- Supported City of Atlanta execute a rigorous community engagement plan reaching over 7,000 people over an eight-month period.



Strategic Project Manager, City of Norcross Sustainability Plan 2017, Collective Wisdom Group, Inc.

Produced a community perceptions survey based on the STAR Communities Framework in English and Spanish; translating and synthesizing over 150 responses. Spearheaded two community conversations (80+ attendees) in both English and Spanish, following one-on-one interviews with a dozen community leaders. Designed, co-wrote, and published the '2017 Norcross Sustainability Plan' in English and Spanish. Then managed strategy implementation of the Sustainability Plan with City staff. Instituted coordination mechanisms for inter and intra-departmental engagement. Managed and submitted grant proposals to further sustainability actions.

Strategic Project Manager, Our Future Atlanta, Collective Wisdom Group, Inc.

Co-conceptualized campaign agenda with a coalition of grassroots civic organizations charted from community perceptions of over 2,000 residents. Managed the partnership of over 40 intersectoral coalition members. Designed, co-wrote, and published: 'Our Future Atlanta Agenda'

100RC Strategy Fellow, 100 Resilient Cities- Resilient Atlanta, City of Atlanta, Office of Resilience

Coordinated and facilitated community conversations with stakeholders of all levels, executing 40 public events and engaging 7,000 people. Assisted with data collection, coding, and synthesis of community perceptions amounting from 1,000 survey responses and 100 interviews. Strengthened the drafting, editing, and distribution of all public-facing communications, including presentations and marketing materials. Strategy Published: '*Resilient Atlanta: Actions to Build an Equitable Future*'.



ACTION PLANS AND ASSESSMENT

Exceeding Mandatory Qualification and Experience: Action Plans and Assessment

This section demonstrates our strong qualifications and expertise in CDBG-MIT and CDBG-DR Action Plan writing, which exceeds the mandatory qualifications and experience outlined in the RFP; which states the vendor must have completed as least one CDBG-DR or CDBG-MIT Action Plan or Hazard Mitigation Assessment.

Our team has completed and received full HUD approval of CDBG-DR Action Plan's for the city of San Marcos and the state of Texas and is currently writing the CDBG-MIT Action Plan for the state of Missouri and the city of Columbia and the CDBG-DR and CDBG-MIT Action Plan for the state of California. Additionally, our team has completed multiple substantial Action Plan amendments for the city of New York and provided Action Plan support to the city of Houston. Further, we have completed and updated numerous hazard mitigation plans throughout the country as part of our contracts with the state of Hawaii, New York, Michigan, and Alaska.

The project descriptions and reference letter on the following pages highlight these efforts.



CDBG-MIT funding, a relatively new funding stream for HUD, is not a new concept to our team. **Our team holds years of experience in both CDBG-DR and FEMA hazard mitigation funding, which is a key benefit to the State.** Our team has collectively designed, written, and received HUD-approval for billions of dollars of CDBG-DR funded programs, which has led to the successful implementation of a wide-range of recovery and mitigation activities.

HUD National Disaster Resiliency Competition, Louisiana application, \$92M CDBG-DR



HUD awarded Louisiana \$92M in its pilot program—the National Disaster Resiliency Competition (NDRC). Tidal Basin SME, **Angela Lawson, wrote the competitive application.** The NDRC program funded projects designed to help communities respond to climate change, revitalize infrastructure, and improve outcomes for vulnerable communities. The NDRC pilot became the foundation for HUD's CDBG-MIT funding.

PROJECT

State of
California CDBG-
DR and CDBG-
MIT Action Plan
Development

CLIENT

California
Department of
Housing and
Community
Development

PROJECT YEARS

2020

GRANT AMOUNT:

\$1.02B



The Tidal Basin team is providing technical services to the state of California's Department of Housing and Community Development (HCD) to develop the State's CDBG-DR Action Plan for the 2018 wildfires and corresponding CDBG-MIT allocation that may be issued to the State for 2018 disasters.

The Tidal Basin team assisted the State in developing an aggressive schedule to meet the timeline for submission and provided technical assistance on the requirements under applicable Federal Register Notice and other governing regulations. To create and implement this timeline, our team liaised with numerous public officials at various levels of government to create stakeholder buy in and consensus.

As part of this effort, our team is providing the following services required to develop the CDBG-DR and CDBG-MIT Action Plans:

- ▶ Development the unmet recovery needs and mitigation needs assessment
- ▶ CDBG-DR and CDBG-MIT program design
- ▶ Development of the method of distribution
- ▶ Creation of all HUD required certifications
- ▶ Development of implementation plan and staffing protocol
- ▶ CDBG-DR and CDBG-MIT Training and Technical Assistance
- ▶ Public outreach including preparation of press releases and the coordination of public hearings

Additionally, to assist the State in making informed decisions on their recovery and mitigation program spending, our team has conducted extensive independent research and data collection to identify and prioritize critical unmet needs for long-term community recovery and resiliency.

PROJECT

City of Columbia
CDBG-MIT Action
Plan
Development

CLIENT

Columbia
Community
Development
Department

PROJECT
YEARS

2020

CDBG-MIT
GRANT
AMOUNT:

\$18.5M



The Tidal Basin team is providing technical services to the City of Columbia, South Carolina to develop the city's first ever CDBG-MIT Action Plan. These efforts include the following:

- ▶ Development of CDBG-MIT Action Plan including a mitigation needs assessment
- ▶ CDBG-MIT program design including method of distribution
- ▶ CDBG-MIT Program Management Services
- ▶ Development of CDBG-MIT program Policies and Procedures
- ▶ CDBG-MIT Training and Technical Assistance
- ▶ Public outreach including preparation of press releases and the coordination of public hearings

The team's work for the mitigation needs assessment included independent research and data collection around local hazards, projecting future risk with specific emphasis on the City's community lifelines. Additionally, they were able to calculate projections for future weather variables in the city out to the year 2100.

PROJECT

State of Missouri
CDBG-MIT Action
Plan
Development

CLIENT

Missouri
Department of
Economic
Development

PROJECT
YEARS

2020

CDBG-MIT
GRANT
AMOUNT:

\$41.5M



The Tidal Basin team is assisting Missouri Department of Economic Development (MO-DED) in drafting their first ever Community Development Block Grant Mitigation (CDBG-MIT) Action Plan. These efforts include the following:

- ▶ Development of CDBG-MIT Action Plan
- ▶ Development of mitigation needs assessment
- ▶ Development of CDBG-MIT Implementation Plan and Capacity Assessment
- ▶ CDBG-MIT program design including method of distribution
- ▶ Citizen Participation Plan and public engagement
- ▶ Management of State Certifications

The team's work for the state of Missouri included the development of a decision matrix to assist with program design and method of distribution. The matrix determined eligible mitigation activities which aligned with the four highest identified risks. The matrix took the identified risks, named eligible mitigation activities that would address the identified risk, list how risks would be mitigated by the activity, and listed the supporting data.

PROJECT

**Bastrop and
Central Texas
Wildfire Action
Plan, Needs
Assessment, and
Public Outreach**

CLIENT

State of Texas

PROJECT YEARS

2013-2016

CDBG-DR

GRANT

AMOUNT:

\$31M



The Tidal Basin team worked with the state of Texas and the city of Bastrop to develop a compliant needs assessment and Action Plan to secure more than \$30M in HUD funding to support wildfire recovery. The state received these funds after a wildfire broke out burning more than 30,000 acres and destroying more than 1,600 homes. Many of the acreage was in a state park. The team worked with state officials, park executives, city officials, and emergency personnel to hold public hearings and develop the HUD approved Action Plan. Key Tasks:

- ▶ Led meetings with stakeholders
- ▶ Held public hearings
- ▶ Gathered data
- ▶ Developed fund distributions
- ▶ Completed two CDBG-DR Action Plans
- ▶ Completed unmet needs assessments evaluating the need for housing, infrastructure, and economic development. (HUD didn't require at the time an implementation and capacity plan.)
- ▶ Completed HUD checklists
- ▶ Action plans for the state and city were HUD approved

The team also managed all substantial and non-substantial amendments. As part of the amendment process, they performed community outreach, stakeholder meetings, and led multiple public hearings. They responded to all public comments and subsequently managed program design and modifications resulting in HUD approval.

PROJECT

San Marcos CDBG-DR Action Plan Development

CLIENT

City of San Marcos

PROJECT
YEAR(S)

2016

CDBG-DR
GRANT
AMOUNT:

\$33.7M



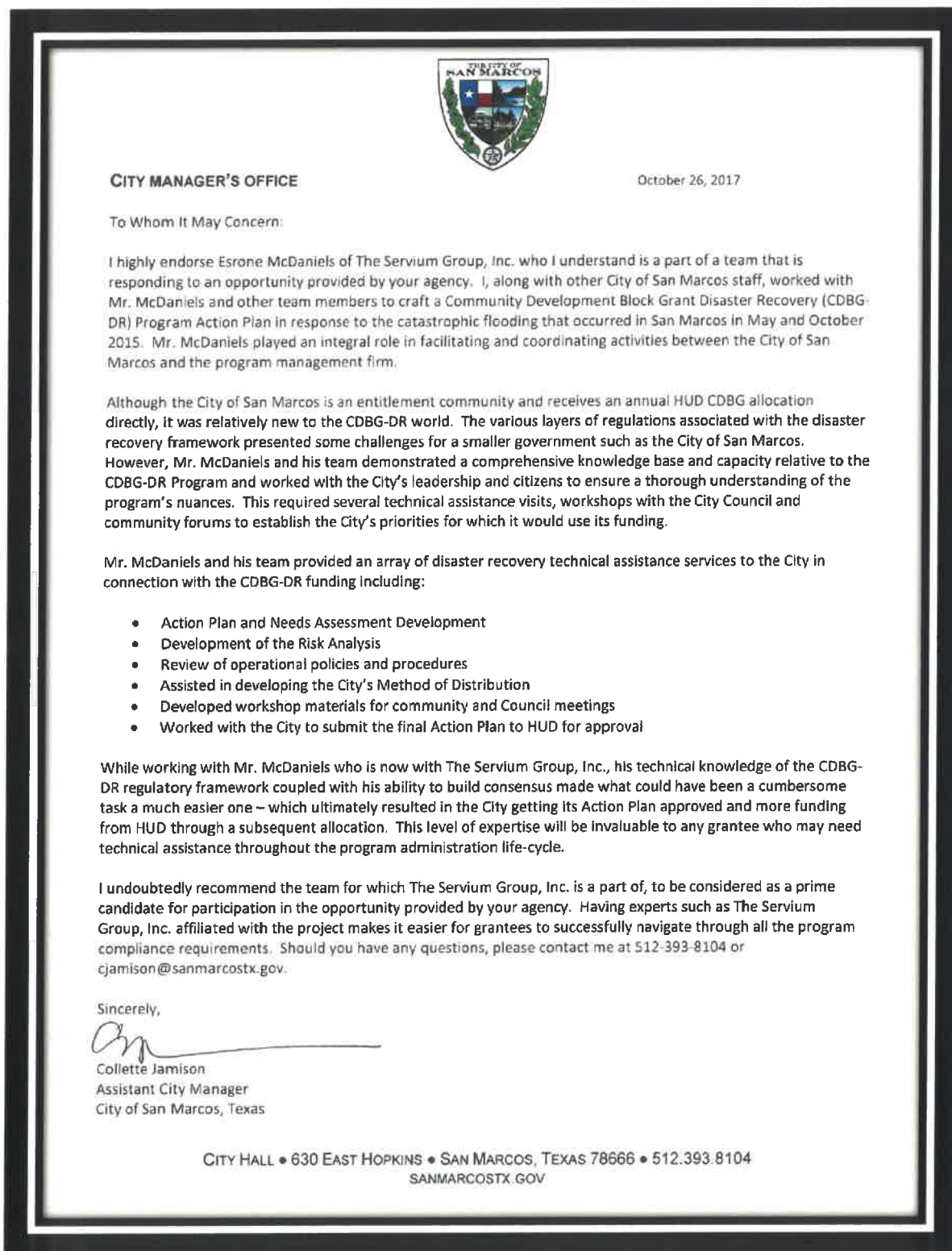
The city of San Marcos received \$33.7M in CDBG-DR funding for flooding that occurred in May and October of 2015. Esrone McDaniels, our team's technical advisor provided Action Plan development and disaster recovery services to the city. He led a team whose responsibilities included:

- ▶ Completing a full CDBG-DR Action Plan
- ▶ Completing implementation and capacity plan
- ▶ Completing HUD checklist
- ▶ Action Plan received full HUD approval
- ▶ He also led the following additional efforts related to the Action Plan development process:
 - ▶ Action plan and needs assessment development
 - ▶ Development of the risk analysis
 - ▶ Review of operational policies and procedures
 - ▶ Assisting in developing the city's method of distribution
 - ▶ Developing workshop materials for community and council meetings

The team assisted with determining the city's priorities and accumulated the data necessary to determine unmet needs to support the method of distribution for priority projects related to housing, infrastructure, and economic development activities.

The team also authored the risk analysis included comprehensive research and analysis of the city's financial and technical capacity to implement their program priorities. On behalf of the city, implementation and staffing plans were developed as a part of the risk analysis process to provide HUD with additional details, which enabled them to evaluate the city's capacity to execute the project as specified in the Action Plan. This effort ultimately resulted in the city receiving an expedited approval of its Action Plan.

The following letter of recommendation was issued by the city of **San Marcos as an endorsement** of the **services performed by Esrone McDaniels** resulting in a **successful CDBG-DR Action Plan** for the city. We look forward to providing the same level of service to the State.






ATTACHMENTS

Attachments

- ▶ Solicitation with required signatures
- ▶ Minority Owned Business

Solicitation with required signatures

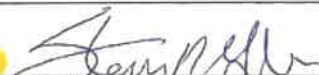
	Purchasing Division 2019 Washington Street East Post Office Box 50130 Charleston, WV 25305-0130	State of West Virginia Request for Proposal 10 – Consulting
	Proc Folder: 697765 Doc Description: COMMUNITY DEVELOPMENT BLOCK GRANT-MITIGATION Proc Type: Central Master Agreement	

Date Issued	Solicitation Closes	Solicitation No	Version
2020-03-10	2020-03-25 13:30:00	CRFP 0307 DEV2000000001	1

BID RECEIVING LOCATION BID CLERK DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION 2019 WASHINGTON ST E CHARLESTON WV 25305 US
--

VENDOR Vendor Name, Address and Telephone Number: Tidal Basin Government Consulting, LLC 126 Business Park Drive Utica, NY 13502 315.797.3035 phone 315.272.2054 fax
--

FOR INFORMATION CONTACT THE BUYER Dusty J Smith (304) 558-2063 dusty.j.smith@wv.gov

Signature X 	FEIN# 20-5926493	DATE 3/20/2020
---	------------------	----------------

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

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.

Sheila Manek, Assistant Vice President of Housing and Infrastructure

 (Name, Title)
 Sheila Manek, Assistant Vice President of Housing and Infrastructure

 (Printed Name and Title)
 126 Business Park Drive, Utica, NY 13502

 (Address)
 703-683-8551 cell number--512-695-9465 315.272.2054 fax

 (Phone Number) / (Fax Number)
 smanek@tidalbasin.rphc.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.

Tidal Basin Government Consulting, LLC

 (Company)

Steven Glenn, Vice President

 (Authorized Signature) (Representative Name, Title)

Steven Glenn, Vice President

 (Printed Name and Title of Authorized Representative)


3/19/2020

 (Date)

315-272-2084 phone 315.272.2054 fax

 (Phone Number) (Fax Number)

Revised 01/09/2020

	Purchasing Division 2019 Washington Street East Post Office Box 50130 Charleston, WV 25305-0130	State of West Virginia Request for Proposal 10 - Consulting

Proc Folder: 687765 Doc Description: ADDENDUM 1: COMMUNITY DEVELOPMENT BLOCK GRANT-MITIGATION Proc Type: Central Master Agreement			
Date Issued	Solicitation Closes	Solicitation No	Version
2020-03-18	2020-03-25 13:30:00	CRFP 0307 DEV2000000001	2

BID RECEIVING LOCATION	
BID CLERK DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION 2019 WASHINGTON ST E CHARLESTON WV 25305 US	

VENDOR
Vendor Name, Address and Telephone Number: <i>Tidal Basin Government Consulting</i> <i>126 Business Park Drive</i> <i>Utica, NY 13502</i> <i>315-272-2084</i>

FOR INFORMATION CONTACT THE BUYER
Dusty J Smith (304) 556-2063 dusty.j.smith@wv.gov

Signature X <i>[Handwritten Signature]</i>	FEIN # 20-5826493	DATE 3/19/2020
All offers subject to all terms and conditions contained in this solicitation		

**ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.:**

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

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


Addendum Numbers Received:
(Check the box next to each addendum received)

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

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

Tidal Basin Government Consulting, LLC

Company



Authorized Signature

3/19/2020

Date

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

Revised 01/09/2020

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.

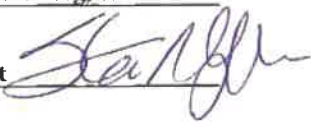
By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid 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.

Tidal Basin Government Consulting, LLC

(Company)

Steven Glenn, Vice President

(Representative Name, Title)



315-272-2084 phone

315.272.2054 fax

(Contact Phone/Fax Number)

3/19/2020

(Date)

Revised 08/02/2018

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: Tidal Basin Government Consulting, LLC

Authorized Signature: [Signature] Date: 3/19/2020

State of New York North Carolina Ga

County of Onsida Wake, to-wit SWH

Taken, subscribed, and sworn to before me this 19 day of March, 2020.

My Commission expires 3/18/21 2026.

AFFIX SEAL HERE

SHANNON HOWELL
NOTARY PUBLIC
Wake County
North Carolina
My Commission Expires 3/18/2021

NOTARY PUBLIC

[Signature]

Purchasing Affidavit (Revised 01/19/2018)

West Virginia Ethics Commission Disclosure of Interested Parties to Contracts

(Required by W. Va. Code § 6D-1-2)

Name of Contracting Business Entity: Tidal Basin Government Consulting, LLC Address: 126 Business Park Drive Utica, NY 13502

Name of Authorized Agent: Steven Glenn Address: 126 Business Park Drive, Utica, NY 13502

Contract Number: CRFP 0307 DEV2000000001 Contract Description: COMMUNITY DEVELOPMENT BLOCK GRANT-MITIGATION

Governmental agency awarding contract: DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION

Check here if this is a Supplemental Disclosure

List the Names of Interested Parties to the contract which are known or reasonably anticipated by the contracting business entity for each category below (attach additional pages if necessary):

- 1. Subcontractors or other entities performing work or service under the Contract
 Check here if none, otherwise list entity/individual names below.
- 2. Any person or entity who owns 25% or more of contracting entity (not applicable to publicly traded entities)
 Check here if none, otherwise list entity/individual names below.
- 3. Any person or entity that facilitated, or negotiated the terms of, the applicable contract (excluding legal services related to the negotiation or drafting of the applicable contract)
 Check here if none, otherwise list entity/individual names below.

Signature: *Steven Glenn* Date Signed: 3/19/2020

Notary Verification

State of New York North Carolina ^{Sub}, County of Oneida Wake ^{Sub}:

I, Steven Glenn, the authorized agent of the contracting business entity listed above, being duly sworn, acknowledge that the Disclosure herein is being made under oath and under the penalty of perjury.

Taken, sworn to and subscribed before me this 19 day of March, 2020.

Shannon Howell
Notary Public's Signature

To be completed by State Agency:
Date Received by State Agency: _____
Date submitted to Ethics Commission: _____
Governmental agency submitting Disclosure: _____

SHANNON HOWELL
NOTARY PUBLIC
Wake County
North Carolina
My Commission Expires June 8, 2018

Minority Owned Business

WV-10
Approved / Revised
06/08/18

State of West Virginia **VENDOR PREFERENCE CERTIFICATE**

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

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

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

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

Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Bidder: KSBR LLC

Signed: Katy Sellers

Date: 3/20/2020

Title: Managing Principal

*Check any combination of preference consideration(s) indicated above, which you are entitled to receive.



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

State of West Virginia
 Request for Proposal
 10 – Consulting

Proc Folder: 697765

Doc Description: COMMUNITY DEVELOPMENT BLOCK GRANT-MITIGATION

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2020-03-10	2020-03-25 13:30:00	CRFP 0307 DEV2000000001	1

BID RECEIVING LOCATION

BID CLERK
 DEPARTMENT OF ADMINISTRATION
 PURCHASING DIVISION
 2019 WASHINGTON ST E
 CHARLESTON WV 25305
 US

VENDOR

Vendor Name, Address and Telephone Number: Tidal Basin Government Consulting, LLC
 126 Business Park Drive
 Utica, NY 13502
 315.797.3035 phone
 315.272.2054 fax

FOR INFORMATION CONTACT THE BUYER

Dusty J Smith
 (304) 558-2063
 dusty.j.smith@wv.gov

Signature X

FEIN # 20-5926493

DATE 3/20/2020

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



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

State of West Virginia
 Request for Proposal
 10 - Consulting

Proc Folder: 697765

Doc Description: ADDENDUM 1: COMMUNITY DEVELOPMENT BLOCK GRANT-MITIGATION

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2020-03-18	2020-03-25 13:30:00	CRFP 0307 DEV2000000001	2

BID RECEIVING LOCATION

BID CLERK
 DEPARTMENT OF ADMINISTRATION
 PURCHASING DIVISION
 2019 WASHINGTON ST E
 CHARLESTON WV 25305
 US

VENDOR

Vendor Name, Address and Telephone Number: *Tidal Basin Government Consulting*
126 Business Park Drive
Utica, NY 13502
315-272-2084

FOR INFORMATION CONTACT THE BUYER

Dusty J Smith
 (304) 558-2063
 dusty.j.smith@wv.gov

Signature X *Steven N. Miller*

FEIN # 20-5926493

DATE 3/19/2020

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

ADDITIONAL INFORMATION:

ADDENDUM 1 IS ISSUED FOR THE FOLLOWING REASONS:

AGENCY RESPONSES TO VENDORS QUESTIONS

Bid opening and time will remain the same.

NO OTHER CHANGES.

INVOICE TO	SHIP TO
PROCUREMENT OFFICER WV DEVELOPMENT OFFICE ADMINISTRATION 1900 KANAWHA BLVD E BLDG 3 SUITE 800 CHARLESTON WV25305-0311 US	WV DEVELOPMENT OFFICE ADMINISTRATION 11900 KANAWHA BLVD E BLDG 3 SUITE 800 CHARLESTON WV 25305-0311 US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	Strategic planning consultation services	0.00000			

Comm Code	Manufacturer	Specification	Model #
80101504			

Extended Description :

Online responses are PROHIBITED

SCHEDULE OF EVENTS

Line	Event	Event Date
1	Technical Question Due by 10am	2020-03-18

SOLICITATION NUMBER: DEV2000000001

Addendum Number: 1

The purpose of this addendum is to modify the solicitation identified as ("Solicitation") to reflect the change(s) identified and described below.

Applicable Addendum Category:

- Modify bid opening date and time
- Modify specifications of product or service being sought
- Attachment of vendor questions and responses
- Attachment of pre-bid sign-in sheet
- Correction of error
- Other

Description of Modification to Solicitation:

ADDENDUM IS ISSUED FOR THE FOLLOWING REASONS:

1. AGENCY RESPONSES TO VENDORS QUESTIONS

BID OPENING AND TIME WILL REMAIN THE SAME.

NO OTHER CHANGES

Additional Documentation: Documentation related to this Addendum (if any) has been included herewith as Attachment A and is specifically incorporated herein by reference.

Terms and Conditions:

1. All provisions of the Solicitation and other addenda not modified herein shall remain in full force and effect.
2. Vendor should acknowledge receipt of all addenda issued for this Solicitation by completing an Addendum Acknowledgment, a copy of which is included herewith. Failure to acknowledge addenda may result in bid disqualification. The addendum acknowledgement should be submitted with the bid to expedite document processing.

ATTACHMENT A

Questions for CRFP: DEV200000001-COMMUNITY DEVELOPMENT BLOCK GRANT-MITIGATION

Question

1. Given the COVID-19 situation, we have a few questions regarding printing and delivery. We're concerned about the COVID 19 and the possibility of it spreading through printing, shipping, and delivery. Also, we are concerned that some governmental buildings might be closed to the public and operating with limited staff. We are concerned that packages might not be accepted in a timely manner.

Could electronic submittals be accepted, or could an extension be granted until the COVID 19 situation subsides?

Response

1. **No electronic bids will be accepted. At this time the bid opening will not be reschedule. If this changes, there will be an Addendum posted to wvoasis.gov.**

Question

2. Within the scope of work under the section 4.2.1.7. General Engagement Administration, technical assistance is defined as the following:

A. Technical Assistance

1. Preparation and documentation of at least 2 public hearings.
2. Attendance at the public hearings by consultant.
3. Public notices.
4. Meeting materials.
5. Sign-in sheets, minutes, and public comments.
6. Edits to draft after the draft public hearing phase.

Does the unit cost for technical assistance laid out in the pricing table refer to the completion of these activities or does the State anticipate additional 200 hour need for technical assistance outside the public engagement requirements of the action plan listed above?

Response

2. **The State anticipates additional hours needed for Technical Assistance outside of the public engagement requirements, not to exceed 200 hours**

Question

- 3 Several forms for the Preferred Vendor were found online. Can you please confirm that the attached is the most current, and that this is due with our submittal and not before?

SMALL, WOMEN-OWNED, OR MINORITY-OWNED BUSINESSES: For any solicitations publicly advertised for bid, in accordance with West Virginia Code §5A-3-37(a)(7) and W. Va. CSR§ 148-22-9, any non-resident vendor certified as a small, women owned, or minority-owned business under W. Va. CSR§ 148-22-9 shall be provided the same preference made available to any resident vendor. Any non-resident small, women-owned, or minority-owned business must identify itself as such in writing, must submit that writing to the Purchasing Division with its bid, and must be properly certified under W. Va. CSR § 148-22-9 prior to contract award to receive the preferences made available to resident vendors. Preference for a non-resident small, women-owned, or minority owned business shall be applied in accordance with W. Va. CSR§ 148-22-9.

Response

3. Vendor preference program has changed significantly. There is the traditional preference which now only applies to automobiles and road construction equipment, and the reciprocal preference.

This Solicitation does not apply for the preference program. See W. Va. Code § 5A-3-37, regarding vendor Preference.

Question

4. Section 3: General Terms and Conditions Contract Terms; Renewal; Extension

40. REPORTS: Vendor shall provide the Agency and/or the Purchasing Division with the following reports identified by a checked box below:

Such reports as the Agency and/or the Purchasing Division may request. Requested reports may include, but are not limited to, quantities purchased, agencies utilizing the contract, total contract expenditures by agency, etc.

Quarterly reports detailing the total quantity of purchases in units and dollars, along with a listing of purchases by agency. Quarterly reports should be delivered to the Purchasing Division via email at purchasing.regquisitions@wv.gov.

Will the State require that the contractor complete HUD-required progress reports and other types of reports to the federal agency on a monthly, quarterly, or other basis, as required?

Response

4. No

Question

5. Section 4.2, 4.2.1.4, 4.2.1.6

Given that the Needs Assessment and Action Planning processes require an intensive public participation requirement and the current COVID-19 pandemic is causing government and business shutdowns with heavy restrictions on how and when people can gather, will the Agency be seeking an extension to the August 3, 2020 Action Plan submission deadline from HUD? If not, will the Agency seek a waiver of the public hearing requirements?

Response

5. As of right now, the Agency will not be seeking an extension but with the everchanging environment, this could change in the future. We will conduct the public hearings via virtual public hearing.

Question

6. Section 4.2.1.7

Has the state government implemented any alternative rules for its open public meeting laws in light of the COVID-19 pandemic that will allow alternative means of satisfying the open meetings requirements

Response

6. The agency will work within the parameters of the open public meeting laws, holding virtual public hearing in place of in-person meetings.

Question

7. Section 4.1

In Section 4.1 "Background and Current Operating Environment", the Agency has indicated that work for this effort will be performed at the WVDO office. In light of COVID-19 travel restrictions and safety measures, will the Agency consider telework and virtual meetings acceptable for conducting this business?

Response

7. Yes

Question

8. Section 4.1

In Section 4.1 “Background and Current Operating Environment”, the Agency has indicated work for this effort will be performed at the WVDO office. Will WVDO be providing office space for vendor staff? If so, how much space is available (i.e., for how many people)?

Response

8. yes – has space to accommodate 2 – 4 people, as needed.

Question

9. Section 4.2.1.2.

Please confirm that “Prepare a CDBG-DR Action Plan” is an oversight. The goal and objective is only to “Complete a CDBG-DR MIT Action Plan for submission to HUD”?

Response

9. It is an oversight. The goal and objective is only to “Complete a MIT Action Plan for submission to HUD.

Question

10. 6. Bid Submission

Would the government allow for electronic submission given the remote work requirements most companies have instituted due to COVID-19? For many, the facilities and equipment to print and produce proposals have been restricted in the effort to minimize contact.

Response

10. See response to Question 1.

Question

11. Attachment C Cost Sheet

Would the government allow offerors to bid an alternate amount of Technical Assistance hours?

Response

11. The State anticipates additional hours needed for Technical Assistance outside of the public engagement requirements, not to exceed 200 hours. An alternate amount of Technical Assistance hours may be bid but cannot exceed 200 hours.

Question

12. 6. Bid Submission, For Request For Proposal (“RFP”) Responses Only

Will the government accept electronic signatures on forms for the original technical? In other words, would scanned copies of forms suffice due to the fact that offeror employees are now exclusively working remote.

Response

12.For Purchasing Scanned copies of signatures would suffice. However, electronic bids are will not be accepted.

West Virginia Ethics Commission
Disclosure of Interested Parties to Contracts

(Required by W. Va. Code § 6D-1-2)

Tidal Basin

Name of Contracting Business Entity: Government Consulting, LLC Address: 126 Business Park Drive Utica, NY 13502

Name of Authorized Agent: Steven Glenn Address: 126 Business Park Drive, Utica, NY 13502

Contract Number: CRFP 0307 DEV2000000001 Contract Description: COMMUNITY DEVELOPMENT BLOCK GRANT-MITIGATION

Governmental agency awarding contract: DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION

Check here if this is a Supplemental Disclosure

List the Names of Interested Parties to the contract which are known or reasonably anticipated by the contracting business entity for each category below (attach additional pages if necessary):

1. Subcontractors or other entities performing work or service under the Contract

Check here if none, otherwise list entity/individual names below.

2. Any person or entity who owns 25% or more of contracting entity (not applicable to publicly traded entities)

Check here if none, otherwise list entity/individual names below.

3. Any person or entity that facilitated, or negotiated the terms of, the applicable contract (excluding legal services related to the negotiation or drafting of the applicable contract)

Check here if none, otherwise list entity/individual names below.

Signature: 

Date Signed: 3/19/2020

Notary Verification

State of New York North Carolina ^{SWH}, County of Oneida Wake ^{SWH}:

I, Steven Glenn, the authorized agent of the contracting business entity listed above, being duly sworn, acknowledge that the Disclosure herein is being made under oath and under the penalty of perjury.

Taken, sworn to and subscribed before me this 19 day of March, 2020.


Notary Public's Signature

To be completed by State Agency:

Date Received by State Agency: _____

Date submitted to Ethics Commission: _____

Governmental agency submitting Disclosure: _____

SHANNON HOWELL
NOTARY PUBLIC
Wake County
North Carolina
My Commission Expires Revised June 8, 2018
2/18/2020

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: Tidal Basin Government Consulting, LLC

Authorized Signature: *Stacy Niffeler* Date: 3/19/2020

State of New York North Carolina SWt

County of Oneida Wake, to-wit: SWt

Taken, subscribed, and sworn to before me this 19 day of March, 2020.

My Commission expires 8/18/2020, 2020.

AFFIX SEAL HERE

SHANNON HOWELL
NOTARY PUBLIC
Wake County
North Carolina
My Commission Expires 8/18/2020

NOTARY PUBLIC *Shannon Howell*

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.

Sheila Manek, Assistant Vice President of Housing and Infrastructure
(Name, Title)
Sheila Manek, Assistant Vice President of Housing and Infrastructure
(Printed Name and Title)
126 Business Park Drive, Utica, NY 13502
(Address)
703-683-8551 cell number--512-695-9465 315.272.2054 fax
(Phone Number) / (Fax Number)
smanek@tidalbasin.rphc.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.

Tidal Basin Government Consulting, LLC
(Company)

 Vice President
(Authorized Signature) (Representative Name, Title)

Steven Glenn, Vice President
(Printed Name and Title of Authorized Representative)

3/19/2020
(Date)

315-272-2084 phone 315.272.2054 fax
(Phone Number) (Fax Number)

**ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.:**

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

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

Addendum Numbers Received:

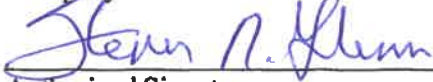
(Check the box next to each addendum received)

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

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

Tidal Basin Government Consulting, LLC

Company



Authorized Signature

3/19/2020

Date

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

REQUEST FOR PROPOSAL

WV Development Office

available until after the contract has been awarded pursuant to West Virginia Code of State Rules §148-1-6.3.d.

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

Tidal Basin Government Consulting, LLC

(Company)

Steven Glenn, Vice President

(Representative Name, Title)



315-272-2084 phone 315.272.2054 fax

(Contact Phone/Fax Number)

3/19/2020

(Date)

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: DEV200000001

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

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

Addendum Numbers Received:

(Check the box next to each addendum received)

- | | |
|--|--|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6 |
| <input type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7 |
| <input type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8 |
| <input type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9 |
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Tidal Basin Government Consulting LLC

Company



Authorized Signature

March 19, 2020

Date

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