







**EXHIBIT A**

**AUTHORITY, PURPOSE AND SCOPE OF WORK**

1. GCR Inc., hereafter referred to as the (“Contractor” or “GCR”), agrees to provide to the Department of Housing and Community Development, hereafter referred to as (“HCD” or “Department”) with grant management and program services related to Community Development Block Grant -Disaster Recovery (CDBG-DR) (“Work”) as described herein.
  - “Note: CDBG-DR is subject to Title I of the HCD Act, (42 U.S.C. § 5301 et seq.) which governs all federal Community Development Block Grant programs (CDBG.) CDBG-DR is also subject to the CDBG regulations at 24 CFR Part 570, unless modified by waivers and alternative requirements included in the applicable Federal Register Notice. CDBG-DR must also comply with the applicable requirements of 2 CFR Part 200, which provides the Federal government’s guidance on administrative requirements, cost principles, and audit requirements.”
2. Work shall be provided at multiple locations, including but not limited to the following: 2020 West El Camino Avenue, Sacramento, CA 95833, remotely and onsite at various jurisdiction locations, during the hours of 8:00 am to 5:00 pm, Monday through Friday, excluding State observed holidays, as applicable.
3. The Representatives during the term of this Agreement will be:

<b>Department of Housing and Community Development</b>	<b>GCR Inc.</b>
Section/Unit: Division of Financial Assistance	Project Manager: Angele C. Romig
*Contract Manager: Sue Naramore	Title: Divisional Chief Executive Officer
Address: 2020 West El Camino Avenue, Suite 500 Sacramento, CA 95833	Address: 2021 Lakeshore Drive, Suite 500 New Orleans, LA 70122
Bus. Phone No.: (916) 263-0371	Bus. Phone No.: (504) 304-2500
Email: <a href="mailto:susan.naramore@hcd.ca.gov">susan.naramore@hcd.ca.gov</a>	Email: <a href="mailto:aromig@gcrinc.com">aromig@gcrinc.com</a>

*\*HCD will have the right to change the Contract Manager from time to time throughout the term of this Agreement. Such change will not require the consent of Contractor. HCD will notify Contractor in writing of the name of the new Contract Manager within 30 days of his or her appointment to such position. Such written notice will not constitute, nor require, an amendment to this Agreement.*

**4. Specifications and Detailed Description of Work**

The Grant Management Services described herein apply as needed by HCD to all types of CDBG-DR eligible programs, including but not limited to housing, infrastructure, economic development, provision of public services, and resiliency. Not all programs will require each of the tasks and functions described herein. Contractor shall provide consulting and other necessary services that increases HCD’s capacity and expertise to properly administer federal

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CDBG-DR program funds and provide grant management services to aid the State's recovery from wildfires, debris flows and mudslides.

The Contractor shall be responsible for completing the following activities:

### A. **Grant Administration, Policies and Procedures, Monitoring and Compliance**

- 1) Support and assist HCD in the establishment of CDBG-DR programs, objectives, performance, compliance and monitoring standards and procedures for all CDBG-DR related activities, in accordance with CDBG-DR, HUD, and other applicable federal and local requirements rules and regulations.
- 2) Support and assist HCD in the establishment of programs and procedures for federally funded preparedness and mitigation measures, including development of best practices, for all CDBG-DR related activities, in accordance with CDBG-DR, HUD, and other applicable federal and local requirements rules and regulations.
- 3) Support and assist HCD in the development and monitoring of required policies and procedures for the CDBG-DR grant and all associated activities being carried out with the funding. Contractor shall also support and assist HCD in the development and establishment of quality control and quality assurance procedure, including key performance indicators.
- 4) Support and assist HCD in the establishment of policies and procedures related to the prohibition of duplication of benefits and in the auditing and monitoring of duplication of benefits.
- 5) Support and assist HCD in all phases of the CDBG-DR grant management process, which includes, but is not limited to,
  - a) assessing compliance of the financial management systems and recommending changes, if needed;
  - b) ensuring responsible and accountable use of grant funds;
  - c) ensuring that CDBG-DR funds are not being comingled with non CDBG-DR funds;
  - d) ensuring transparent and authorized use of all CDBG-DR funds;
  - e) guarding against fraud waste, abuse, and ineligible use of funds;
  - f) ensuring that performance is in compliance with grant requirements;
  - g) ensuring that all key performance indicators are being properly monitored and addressed quickly and resolved effectively;
  - h) assisting with the management of the financial management systems;
  - i) assisting with the management of the project(s) period of performance schedule(s);

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- j) evaluating ongoing status reports, final reports and other deliverable products required under the CDBG-DR grant, and;
  - k) assisting in grant close-out procedures.
- 6) Support and assist HCD in the CDBG-DR grant oversight, management, supervision and compliance monitoring process that involves an ongoing process of planning, implementation, performance and communication follow-up. The objectives for the programmatic/contractual oversight, management, supervision and compliance monitoring will be to:
- a) determine and assure that municipalities, partners, subrecipients, subgrantees, contractors and managers are carrying out their projects, programs and/or scopes of work or services as described in their respective contracts or agreements;
  - b) determine and assure that municipalities, partners subrecipients, subgrantees, contractors and managers comply with CDBG-DR, HUD, and other applicable federal, state, and local requirements, rules and regulations;
  - c) determine and assure that municipalities, partners subrecipients, subgrantees, contractors and managers are carrying out their projects, programs and/or scopes of work or services on schedule or in a timely manner and within budget;
  - d) determine if municipalities, partners, subrecipients, subgrantees, contractors and managers are conducting their projects, programs and/or scopes of work or services with adequate control over program and financial performance and in a way that minimizes the opportunity for fraud, waste and abuse;
  - e) identify problem areas and assist municipalities, partners, subrecipients, subgrantees, contractors and managers in applicable requirements, and;
  - f) provide adequate follow-up measures in the form of quality improvement plans and corrective actions to ensure performance and compliance deficiencies are corrected and not repeated.
- 7) Support and assist HCD in overseeing and coordinating the grant administration, as well as daily activities and tasks.
- 8) Support and assist HCD in the compliance with procurement regulations and policies and in overseeing procurement processes to ensure the award processes are fair and meet applicable rules and regulations.
- 9) Support and assist HCD and program management contractors in the establishment of a claims, appeals and resolution procedures for all programs. Contractor shall review and provide guidance and recommendations on claims.

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- 10) Support and assist HCD in the development, monitoring and recommend modifications of the CDBG-DR grant master management and operations plan and schedule.
- 11) Contractor shall prepare, monitor, enforce and oversee work schedules for the CDBG-DR activities, including, but not limited to, construction schedules for all programs approved in the CDBG-DR Action Plan and subsequent amendments.
- 12) Contractor shall work with HCD staff to complete all monitoring and compliance related to all CDBG-DR activities.

### B. **Staff Augmentation**

- 1) Support and assist HCD with the establishment and implementation of staff augmentation strategies to ensure that the existing CDBG-DR fund allocation and the upcoming CDBG-DR fund allocations are adequately administered and implemented in accordance with CDBG-DR, HUD, and other applicable federal and local requirements, rules and regulations.
- 2) Contractor shall possess the professional and technical staff necessary to perform and implement staff augmentation strategies and services and the staff shall have sufficient skills, qualifications and experience to perform the services assigned to them. Contractor shall ensure that its staff performs all their corresponding and applicable responsibilities.
- 3) Contractor shall have available in its staff and/or make available through staff augmentation strategies the staff with the necessary subject matter expertise in CDBG-DR to adequately manage, oversee and assure adequate performance and compliance of the various eligible activities to be carried out in accordance with the Action Plan, such as, housing, infrastructure, construction, planning projects, economic development, environmental requirements, procurement and other CDBG-DR related activities. Contractor shall have understanding of all programs and/or projects and/or eligible activities included in the Action Plan in order to assist and provide its grant management services from the intake/application receipt process to the project/program conclusion/closeout.
- 4) Contractor shall provide an adequate number of qualified key personnel and staff located at the offices of HCD, as needed, to assist HCD in CDBG-DR related activities. This key personnel and staff should be able to or have access to staff who can communicate in oral and written Spanish language.
- 5) Contractor shall possess the professional and technical staff necessary to assist with information technology (IT) operational, system, website building and content management, and service support as needed. IT staff shall have sufficient skills, qualifications and experience to perform the services assigned to them.

### C. **Document Compliance**

- 1) Support and assist HCD in oversight and monitoring of the distribution of funds, including, documentation compliance. Contractor shall work with the HCD and program management contractors in order to determine documentation that must

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accompany requests for payment and assist in the review for completeness, compliance and accuracy of all pay request documents.

- 2) Contractor shall ensure timely submission of all required documentation, including, but not limited to, financial reports; performance reports by eligible activities carried out; budget and expenditures reports by eligible activities carried out; work progress, costs and scheduling reports; resolution of findings, resolution of recommended changes, implementation of policies and resolution of issues affecting performance.
  - 3) Contractor shall ensure timely submission and compliance with all required documentation, both for HCD and at the municipalities, partners, subrecipients, subgrantees, contractors and managers level, for proper submission, dissemination of information, as well as for proper record keeping. Contractor shall then provide, as needed, compliance oversight and technical assistance to HCD, municipalities, partners, subrecipients, subgrantees, contractors and managers, and review the documents for proper content and ensure information is complete, accurate and issued in a timely manner.
  - 4) Support and assist HCD in the sufficient and appropriate document control and management initiatives and programs to meet financial management and all other documentation requirements for CDBG-DR grants. Contractor shall implement such document control initiatives and programs.
  - 5) Contractor is required to maintain all documents, communications of any kind that relates in any manner to the CDBG-DR allocation for California for a minimum period of five (5) years following HUD grant closeout. Contractor shall provide protective storage and provide reports and electronic copies to the federal and local government, as required and/or requested. At HCD direction, the Contractor may need to share/upload/store all files and documents to an HCD designated location yet to be determined.
  - 6) As requested by HCD, Contractor shall conduct desk reviews of the documentation supporting the program reports for accuracy and compliance and shall develop compliance checklists and other tools to assist with the compliance and oversight required by the CDBG-DR grant.
  - 7) Support and assist HCD in review and revision of any CDBG-DR related contracts for CDBG-DR compliance and shall be available to explain contracts to all related stakeholders.
- D. **Meetings, Reports, Data Management Software System and External Communications**
- 1) If requested by HCD, Contractor shall represent HCD and/or participate with HCD in meetings, including but not limited to, with HUD, the Federal Government, municipalities, partners, subrecipients, subgrantees, beneficiaries, stakeholders, contractors and managers.
  - 2) Contractor shall monitor and report any identified or suspected instances of non-compliance with CDBG-DR, HUD, and other applicable federal, state, and local requirements, rules and regulations, as well as any suspected fraud to HCD.



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Contractor shall provide (i) a monthly status of each eligible activity being carried out, including monitoring of the budget, schedule and performance against contract metrics, and; (ii) assist HCD in official presentations and federal quarterly reporting requirements.

- 3) Contractor shall provide information on the following: (i) issues impacting each eligible activity being carried out, including reported problems, lagging performance, communication issues, etc., and the action being taken to resolve them; (ii) identification of risks associated with each eligible activity being carried out and the action being taken to mitigate, avoid or reduce them; (iii) deliverables completed to date and those scheduled for completion; (iv) resources available to deliver services, including staff and structure, technology and budget, identification of constraints affecting delivery and institution of corrective actions; (v) prepare high level presentations and briefs upon demand; (vi) carry out HCD and/or the State of California reporting obligations under the CDBG-DR grant.
- 4) Contractor shall have knowledge and expertise in HUD's Disaster Recovery Grant Reporting System (DRGR System) and its five (5) modules, i.e., (i) Admin Module – User management and monitoring; (ii) Action Plan Module – Funded project and activities; (iii) Drawdown Module – Access grant fund and program income; (iv) QPR Module – Report accomplishments; (v) Reports Module – Data analytics tool (MicroStrategy). Contractor shall assist HCD with programming and executing reporting requirements through the DRGR System and through any other federal reporting system required by the federal government.
- 5) HCD is establishing a web-based grants management system. HCD will make it available to the selected Contractor(s) and other authorized users via the Internet.
- 6) The selected Contractor(s) will be required to upload documents to the system for all Grantees with grant management service/task requests.
- 7) HCD is not responsible for providing desktop hardware or software, peripheral equipment, or user Internet connectivity.
- 8) Contractor shall assist HCD with CDBG-DR reporting requirements for the State, including but not limited to the Annual Report for the legislature.
- 9) Contractor shall have expertise in disaster recovery data management and assist HCD in in developing and implementing best practices for data management.
- 10) Contractor shall ensure that all CDBG-DR grant information including, but not limited to, financial information, is available at all times in one comprehensive, secure, and user-friendly electronic environment. Financial information includes, but is not limited to, budgeted amount for each eligible activity, CDBG-DR funds drawn to date, CDBG-DR funds expended to date and contract burn-rate reports for all contractors including the Contractor.
- 11) Contractor shall assist HCD and its procured public relations firm, if any, in content preparation for external communications, including, news releases, conferences and web content in relation to CDBG-DR and/or any of the other initiatives that may be pursuant to this contract.

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### E. Trainings and Supervision

- 1) Contractor shall conduct periodic trainings to local jurisdiction staff and/or to municipalities, partners, subrecipients, subgrantees, contractors and managers, as needed, to ensure compliance with funding regulations and requirements, including, CDBG-DR grant and local administrative practices, to meet performance objectives and ensure adherence to all applicable regulations and requirements. When major changes in policy or requirements occur, Contractor shall prepare the necessary training materials and effectively communicate the changes.
- 2) Support, assist and build HCD capacity in monitoring, supervising and evaluating the CDBG-DR Program Manager(s) and staff and shall provide oversight, guidance and technical expertise to CDBG-DR Program Manager(s).
- 3) Contractor shall ensure, monitor and oversee, through the qualified personnel or staff: (i) OSHA/CalOSHA compliance and supervision of job site safety; (ii) environmental assessments, when and where needed, are completed; (iii) fraud prevention and abuse practices are in place and being implemented; (iv) local and federal permit(s) clearance; (v) Wildland-Urban Interface (WUI) construction codes (CAL FIRE's Chapter 7A) are being required and met in all CAL FIRE High Fire Zones where CDBG-DR funds are being used for construction ; (vi) environmental compliance; (vii) submission of all HUD required forms.
- 4) Contractor shall ensure and build HCD capacity to ensure municipalities, partners, subrecipients, subgrantees, contractors and managers comply with the requirements of the Secretary of Labor in accordance with the Davis-Bacon Act, Work Hours and Safety Standards Act, the Copeland "Anti-Kickback" Act, Fair Housing and Equal Opportunity Standards and all other applicable federal, and state laws and regulations pertaining to labor standards insofar as those acts apply to the performance of their respective contracts or agreements.
- 5) Contractor shall ensure and build HCD capacity to ensure that all municipalities, partners, subrecipients, subgrantees, contractors, managers, and any entities receiving CDBG-DR funds are aware of and are compliant with any regulatory requirements associated with the funds.
- 6) Support, assist and build HCD capacity in the evaluation of applications by municipalities, partners, subrecipients and/or subgrantees including, but not limited to, eligibility and prioritization and that applicant files are complete and maintained as part of the document control and management system. Contractor shall monitor and build HCD capacity to monitor municipalities, partners, subrecipients and/or subgrantees receiving CDBG-DR funds to meet the accounting, transparency, reporting, job creating, contracting and any other applicable requirements through proper oversight, outreach and technical assistance.

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### F. **Risk Management Assessments**

Contractor shall provide risk management assessments in relation to the CDBG-DR grant.

### G. **Reviewing, Processing, Tracking and Monitoring of Invoices and Requests for Payments**

Contractor shall review, process, track and monitor, and build HCD capacity to review, process, track and monitor all invoices and/or requests for payments for other contractors under CDBG-DR, and forward the results of the reviews and processes to HCD and discuss, advise, and capacity build HCD as necessary.

### H. **Closeout and Other Grant Management Duties**

- 1) Contractor shall assist in all project/program closeout tasks and submissions and ensure that all closeout documents are prepared and submitted as required. Contractor shall ensure that compliant procedures are followed with documents maintained and provided in order to satisfy HUD and other federal audit requirements, resulting in an audit financial report of all CDBG-DR related activities, including electronic copies of all supporting documents.
- 2) Contractor shall perform any other grant management duty or need, when requested, in order to assure compliance with CDBG-DR grant, HUD and/or any other applicable federal and local requirements, rules and regulations and/or HUD requests under the grant. Contractor shall also provide additional resources, as requested, to appropriately and timely respond to any other grant management duty or need.

### I. **State Implemented Activities**

- 1) The tasks described herein shall also be available for programs or projects implemented directly by the State, on an as needed basis.
- 2) Programs which are entirely or in part implemented by the State, the Contractor may be requested, on an as needed basis as directed by HCD, to provide additional support activities in the implementation of programs, including but not limited to community planning, outreach and associated services, conducting on-site and remote interviews of stakeholders, assisting with public participation requirements and assisting with property acquisition issues.

### J. **Reporting and Program Controls**

- 1) Provide a functional organization structure with proper administrative oversight.
- 2) Submit monthly invoices including individual time sheets, if required, and evidence indicating the percent of work complete for each task order.

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### K. Other

- 1) The Contractor(s) may be required to perform language translation for documents and in public meetings, labor compliance reviews; review and approval of project plans, cost estimates, bidding documents and advertisements, and construction contracts and change orders on behalf of HCD; as well as production of cost reasonableness evaluations.
- 2) Additional work effort will be determined on a case-by-case basis and may include CDBG-DR compliance monitoring of any program funded with CDBG-DR.

### L. Service/Task Request and Budget Control System and Deliverables

- 1) Contractor shall support and advise HCD on the best method(s) for managing work, services, and budget. This may include development and implementation of a task order system or some such other system. Requests for services will describe the scope of work, deliverables, budget, and schedule.
- 2) Contractor shall provide full policies, procedures, forms and training for any work and budget management control system to be implemented.
- 3) The form that HCD implements to standardize Requests for Services, shall be used and the completion of each request form shall constitute a separate deliverable.

## 5. Effective Date and Term

- A. This Agreement is effective upon California Department of General Services (DGS) approval. No services shall be provided before approval by DGS, or after the termination date. The termination date of this Agreement is October 31, 2022.
- B. The term of this Agreement shall commence on the Agreement Execution Date by DGS, and span three (3) years, with six (6) one (1) year optional extensions not to exceed a total of nine (9) years. The optional extensions may be executed in varying intervals.
- C. HCD reserves the right to amend this Agreement at any time during the term of the Agreement, or extend the term of this Agreement, should it become necessary. Amendments to this Agreement will be in effect upon approval by DGS.

**EXHIBIT B**

**BUDGET DETAIL AND PAYMENT PROVISIONS**

**1. Agreement Amount**

The total amount of this Agreement shall not exceed \$7,455,905.00.

**2. Budget Detail**

<b>Name/Title</b>	<b>Hours</b>	<b>Hourly Rate</b>	<b>Total</b>
Ted Guillot, Director	877.50	\$280.00	\$245,700.00
Adrienne Duncan, Project Manager	1,275.00	\$185.00	\$235,875.00
Colin Bailey, Project Manager	3,799.50	\$185.00	\$702,907.50
Jared Lee, Sr. Grant Manager	3,576.00	\$175.00	\$625,800.00
Simon Penning, Grant Manager	1,125.00	\$145.00	\$163,125.00
Tristan Lanza, Associate	1,125.00	\$90.00	\$101,250.00
Jennifer Catalano, Programmatic SME	3,576.00	\$215.00	\$768,840.00
Edgar Gomez, Sr. Grant Manager	888.75	\$175.00	\$155,531.25
Veronica Reed, Sr. Grant Manager	2,079.00	\$175.00	\$363,825.00
Nathan Cataline, Sr. Grant Manager	225.00	\$175.00	\$39,375.00
Robin Keegan, Programmatic SME	210.00	\$215.00	\$45,150.00
Michael Dorris, Programmatic SME	210.00	\$215.00	\$45,150.00
Philip Betito, Sr. Grant Manager	1,125.00	\$175.00	\$196,875.00
Jaimie Portelle, Sr. Grant Manager	2,100.00	\$175.00	\$367,500.00
Christopher Delgado, Sr. Grant Manager	450.00	\$175.00	\$78,750.00
Rebecca Rothenberg, Sr. Grant Manager	360.00	\$175.00	\$63,000.00
Asha Mitruka, Sr. Grant Manager	1,125.00	\$175.00	\$196,875.00
Mike Shafer, Sr. Grant Manager	888.75	\$175.00	\$155,531.25
Doug Ongie, Sr. Grant Manager	2,227.50	\$175.00	\$389,812.50
Alex Wesley-Smith, Sr. Grant Manager	1,039.50	\$175.00	\$181,912.50
Fred Tombar, Regulatory SME	210.00	\$235.00	\$49,350.00
Stan Gimont, Regulatory SME	210.00	\$235.00	\$49,350.00
Douglas Ganey, Regulatory SME	900.00	\$235.00	\$211,500.00
Randall Mullen, Regulatory SME	2,100.00	\$235.00	\$493,500.00
Madeline Fraser-Cook, Sr. Grant Manager	1,125.00	\$175.00	\$196,875.00
Rudy Munoz, Regulatory SME	1,125.00	\$235.00	\$264,375.00
Tyler Bridges, Sr. Grant Manager	2,250.00	\$175.00	\$393,750.00
Dionne Roberts, Regulatory SME	900.00	\$235.00	\$211,500.00
Jennifer Alpha, Sr. Grant Manager	900.00	\$175.00	\$157,500.00
Clint Whited, Programmatic SME	1,188.00	\$215.00	\$255,420.00
Other Direct Costs* (OCD)	n/a	n/a	\$50,000.00
		<b>Total Cost**</b>	<b>\$7,455,905.00</b>

\*\*Travel expenses are not provided. Any travel costs incurred are part of the total cost above.

## EXHIBIT B

- A. \*Other Direct Costs are limited to translation services of vital documents in compliance with federal regulations and HCD's Citizen Participation Plan. Unless otherwise directed by HCD, vital documents will be translated into Spanish and interpreter services in American Sign Language and Spanish will be made available for public meetings, additional ODCs must be pre- approved by HCD.
- B. Supplies not individually listed within Other Direct Costs, or otherwise approved by the State, shall be provided by the Contractor at its own cost.

### 3. **Invoicing and Payment**

- A. Contractor shall invoice on a regular basis, with the total of all invoices not to exceed the amounts shown in Section 2, Budget Detail of this Exhibit.
- B. For services satisfactorily rendered, and upon receipt and approval of the invoices, and satisfactory supporting documentation. HCD agrees to compensate the Contractor the invoiced amount.
- C. Invoices must include this Agreement number and a Purchase Order number. The Purchase Order number will be provided at a later time by the Contract Manager. Handwritten Agreement number is not acceptable.
- D. Invoices shall be submitted in triplicate, not more frequently than monthly, in arrears, to:

Department of Housing and Community Development  
Accounting Division  
2020 W. El Camino Avenue, Suite 300  
Sacramento, California 95833  
(916) 263-6612

### 4. **Budget Contingency Clause**

- A. It is mutually agreed that if the Budget Act of the current year and/or any subsequent years covered under this Agreement does not appropriate sufficient funds for the contract, this Agreement shall be of no further force and effect. In this event, HCD shall have no liability to pay any funds whatsoever to Contractor or to furnish any other considerations under this Agreement and Contractor shall not be obligated to perform any provisions of this Agreement.
- B. If funding for any fiscal year is reduced or deleted by the Budget Act for purposes of this contract, HCD shall have the option to either cancel this Agreement with no liability occurring to HCD or offer an agreement amendment to Contractor to reflect the reduced amount.

### 5. **Prompt Payment Clause**

Payment will be made in accordance with, and within the time specified in Government Code Chapter 4.5, commencing with Section 927.

**EXHIBIT D**

**HCD ADDITIONAL CONTRACT TERMS**

**1. Interpretation**

In the interpretation of this Agreement, any inconsistencies between the State of California General Terms and Conditions (GTC - 04/2017) and the terms of this Agreement and exhibits or attachments shall be resolved in favor of the GTC – 04/2017.

**2. Contract Manager**

HCD may change the Contract Manager by notice given to the Contractor at any time by the Director of HCD or by his/her designee.

**3. Publications and Reports**

A. Unless otherwise provided for in this Agreement, Contractor shall:

- 1) Incorporate any comments or revisions required by the State into any publication or report and shall not publish any material until it receives final written State approval.
- 2) Furnish one copy of each publication and report required plus one reproducible original. Any publication or report produced in PDF must be supplied to the State in and unlocked, Word or Excel format.

B. Illustrations, maps and graphs in summaries and publications and reports shall be developed in a manner which allows the complete illustration to be contained on a single 8-1/2 by 11 page unless specific written approval is given to the contrary.

C. Graphs, illustrations and printed materials shall be printed in a single color throughout each publication unless prior written State approval is granted.

D. Contractor's name shall appear only on the cover and title page of publications and reports and summaries. Covers and title pages will read as follows:

**DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT  
TITLE OF PUBLICATION  
BY (CONTRACTOR)**

E. The State retains ownership of and reserves the right to use and reproduce all publications and reports and data produced and delivered pursuant to this Agreement.

F. If the publication and/or report are prepared by nonemployees of HCD, it shall contain the numbers and dollar amounts of all contracts and subcontracts relating to the preparation of the report in a separate section of the report (Government Code Section 7550).

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### 4. **Progress Reports**

Except as otherwise specified, in writing, by HCD, Contractor shall provide for a progress report in writing, or orally if approved by the Contract Manager, at least once a month. This progress report shall include, but not be limited to, a statement that the Contractor is or is not on schedule, any pertinent reports or interim findings, and an opportunity to discuss any difficulties or special problems so that remedies can be developed as soon as possible.

### 5. **Presentation**

Upon request, Contractor shall meet with HCD to present any findings, conclusions and recommendations required per this Agreement.

### 6. **Report Delivery**

All reports, or other communications except invoices, are to be delivered to the Contract Manager, as outlined in Exhibit A.3.

### 7. **HCD Staff**

HCD staff shall be permitted to work side by side with Contractor's staff to the extent and under conditions that may be directed by the Contract Manager. In this regard, HCD staff will be given access to all data, working papers, etc., which Contractor may seek to utilize.

### 8. **Confidentiality of Data and Documents**

- A. Contractor will not disclose data or documents or disseminate the contents of the final or any preliminary report without the express prior written permission of the Contract Manager.
- B. Permission to disclose information or documents on one occasion, or public hearings held by HCD relating to the same, shall not authorize Contractor to further disclose such information or documents on any other occasion.
- C. Contractor will not comment publicly to the press or any other media regarding its data or documents, or HCD's actions on the same, except to HCD staff, Contractor's own personnel involved in the performance of this Agreement, or at a public hearing, or in response to questions from a legislative committee.
- D. If requested by HCD, the Contractor shall require each of its employees or officers, who will be involved in the performance of this Agreement, to agree to the above terms in a form to be approved by HCD, and shall supply HCD with evidence thereof.
- E. To the extent that HCD has approved the use of subcontractors in this Agreement, Contractor shall include in its agreements with each approved subcontractor the foregoing provisions related to the confidentiality of data and the non-disclosure of the same.



## EXHIBIT D

- F. 90 days after any data or documents submitted has become a part of the public records of the State, Contractor may, if it wishes to do so at its own expense and upon written approval by the Contract Manager, publish or utilize the same but shall include the following legend:

### Legal Notice

This report was prepared as an account of work sponsored by HCD, but does not necessarily represent the views of HCD or any of its employees except to the extent, if any, that it has formally been approved by HCD. For information regarding any such action, communicate directly with HCD at P.O. Box 952050, Sacramento, California, 94252-2050. Neither HCD nor the State of California, nor any officer or employee thereof, or any of its contractors or subcontractors makes any warranty, express or implied, or assumes any legal liability whatsoever for the contents of this document, nor does any party represent that use of the data contained herein would not infringe upon privately owned rights.

## 9. Provisions Relating to Data

- A. "Data" as used in this Agreement means recorded information, regardless of form or characteristics, of a scientific or technical nature. It may be, for example, document research, experimental, developmental or engineering work; or be used to define a design or process; or support a premise or conclusion asserted in any deliverable document called for by this Agreement. The data may be graphic or pictorial delineations in media, such as drawings or photographs, charts, tables, mathematical modes, collections, extrapolations of data or information, etc. It may be in machine form, punched cards, magnetic tape, computer printouts, or retained in computer memory.
- B. "Proprietary data" is such data as the Contractor has identified in a satisfactory manner as being under Contractor's control prior to commencement of performance of this Agreement and which has been reasonably demonstrated as being of a proprietary force and effect at the time this Agreement is commenced.
- C. "Generated data" is that data which a Contractor has collected, collated, recorded, deduced, read out or postulated for utilization in the performance of this Agreement. Any electronic data processing program, model or software system developed or substantially modified by the Contractor in the performance of this Agreement at State expense, together with complete documentation thereof, shall be treated in the same manner as generated data.
- D. "Deliverable data" is that data which under terms of this Agreement is required to be delivered to the State. Such data shall be property of the State.
- E. "Generated data" shall be the property of the State unless and only to the extent that it is specifically provided otherwise herein.
- F. As to generated data which is reserved to the Contractor by express terms and as to any preexisting or proprietary data which has been utilized to support any premise, postulate or conclusion referred to or expressed in any deliverable hereunder, Contractor shall

## EXHIBIT D

- preserve the same in a form which may be introduced in evidence in a court of competent jurisdiction at Contractor's own expense for a period of not less than three years after acknowledged receipt by the State of the final report or termination of this Agreement and any and all amendments hereto, or for three years after the conclusion or resolution of any and all audits or litigation relevant to this Agreement, whichever is later.
- G. Prior to the expiration of such time and before changing the form of or destroying any such data, Contractor shall notify the State, in writing, of any such contemplated action. The State may within 30 days after said notification determine whether it desires said data to be further preserved and, if State elects, the expense of further preserving said data shall be paid for by State. Contractor agrees the State shall have unrestricted reasonable access to the same during said three-year period and throughout the time during which said data is preserved in accordance with this Agreement, and Contractor agrees to use best efforts to furnish competent witnesses or identify such competent witnesses to testify in any court of law regarding said data.

### 10. Amendments

Amendments to this Agreement are allowed and shall follow the rules and guidelines outlined in the State Contracting Manual (SCM) Vol 1, including but not limited to the following:

- A. The time for performance of the tasks and items within the budget may be changed with prior written approval of the Contract Manager. However, the term of this Agreement or contract amount may only be changed by formal amendment.
- B. HCD reserves the right to amend this Agreement at any time during this Agreement term, should it become necessary to complete the agreed upon Work outlined in the Original Agreement and upon approval by HCD/DGS.
- C. The amendment may add funds and/or extend the term of this Agreement for additional time.
- D. Dollar amount and timeframe shall be determined based on the procurement method used.

### 11. Approval of Product

Each product to be approved under this Agreement shall be approved by the Contract Manager. HCD's determination as to satisfactory work shall be final absent fraud, mistake or arbitrariness.

### 12. Substitutions

Contractor's key personnel as indicated in its proposal may not be substituted without prior Contract Manager's written approval. Notice to either party may be given by email as provided in Exhibit A.3, Representatives. Such notice shall be effective when received as indicated on email. Alternatively, notice may be given by personal delivery by any means whatsoever to the party and such notice shall be deemed effective when delivered.

## EXHIBIT D

### 13. **Waiver**

No waiver of any breach of this Agreement shall be held to be a waiver of any other or subsequent breach. All remedies afforded in agreement shall be taken and construed as cumulative; that is, in addition to every other remedy provided therein or by law. Failure of State to enforce at any time the provisions of this Agreement, or require at any time performance by Contractor of any provisions, shall in no way be construed to be a waiver of such provisions not to affect the validity of this Agreement or the right of the State to enforce said provisions.

### 14. **Agreement is Complete**

Other than as specified herein, no document or communication passing between the parties hereto shall be deemed a part of this Agreement.

### 15. **Captions**

The clause headings appearing in this Agreement have been inserted for the purpose of convenience and ready reference. They do not purport to and shall not be deemed to define, limit or extend the scope or intent of the clauses to which they pertain.

### 16. **Public Hearings**

If public hearings on the subject matter dealt with in this Agreement are held within one year from this Agreement's expiration date, the Contractor shall make available to testify the personnel assigned to this Agreement at the hourly rates specified in the Contractor's proposed budget. The State will reimburse Contractor for travel of said personnel at the contract rates for such testimony, as may be requested by the State.

### 17. **Force Majeure**

Neither party shall be liable to the other for any delay in or failure of performance, nor shall any such delay in or failure of performance constitute default, if such delay or failure is caused by "Force Majeure." As used in this section, "Force Majeure" is defined as follows: Acts of war and acts of god such as earthquakes, floods, and other natural disasters such that performance is impossible.

### 18. **Permits and Licenses**

Contractor shall procure and keep in full force and effect during the term of this Agreement all permits, registrations and licenses necessary to accomplish the work specified in this Agreement, and give all notices necessary and incident to the lawful prosecution of the work. Contractor shall keep informed of, observe, comply with, and cause all of its agents and employees to observe and comply with all prevailing Federal, State, and local laws, and rules and regulations made pursuant to said Federal, State, and local laws, which in any way affect the conduct of the work of this Agreement. If any conflict arises between provisions of the plans and specifications and any such law above referred to, then the Contractor shall immediately notify the State in writing.

## EXHIBIT D

### 19. Litigation

The State, promptly after receiving notice thereof, shall notify the Contractor in writing of the commencement of any claim, suit, or action against the State or its officers or employees for which the contractor must provide indemnification (refer to GTC-04/2017) under this Agreement. To the extent permitted by law, the State shall authorize the Contractor or its insurer to defend such claims, suits, or actions and shall provide it or its insurer, at the Contractor's expense, information and assistance both necessary and available for such defense. The failure of the State to give such notice, information, authorization or assistance, shall not relieve the Contractor of its indemnification obligations. The Contractor shall immediately notify the State of any claim or action against it, which affects or may affect this Agreement, the terms and conditions hereunder, or the State, and shall take such action with respect to said claim or action which is consistent with the terms of this Agreement and the interest of the State.

### 20. Insurance Requirements

A. The Contractor shall not commence performance, on-site at any HCD property, under this Agreement until the Contractor has provided HCD with a certificate of insurance stating that there is liability insurance presently in effect for the Contractor with a Combined Single Limit (CSL) of not less than \$1M per occurrence and the following:

- 1) Commercial General Liability: \$1M per occurrence bodily injury, property damage and products and completed operations, \$2M general aggregate.

The certificate holder should be:

California Department of Housing and Community Development  
2020 West El Camino Avenue  
Sacramento, CA 95833

- 2) Description of Operations should read:

The certificate of insurance must include the following provision: *The State of California, its officers, agents, employees, and servants are included as additional insureds, but only with respect to work performed for HCD under this contract.*

- 3) The Contractor shall provide written notice to HCD within two (2) business days of any cancellation, non-renewal, or material change that affects required insurance coverage.
- 4) Contractor must maintain Worker's Compensation insurance for all employees that are participating in the work contemplated by this Agreement.

**EXHIBIT D**

**21. Severability**

If any provision of this Agreement is held invalid by a court of competent jurisdiction, such invalidity shall not affect any other provision of this Agreement and remainder of this Agreement shall remain in full force and effect. Therefore, the provisions of this Agreement are and shall be deemed to be severable.

**22. Disputes**

- A. Except as otherwise provided in this Agreement, any dispute arising under or relating to the performance of this Agreement, which is not disposed of by mutual agreement of all parties shall be decided via a two-tier resolution process. First, the parties with a dispute will present their dispute documentation to the Contract Manager for review and resolution. If the dispute cannot be resolved by the Contract Manager, then it will be presented to HCD's Deputy Director or designated Executive staff. The decision of the Deputy Director/Executive staff shall be final, conclusive and binding on both parties.
- B. Contractor shall continue to perform its obligations under this Agreement during any dispute, unless HCD directs otherwise.
- C. In the event of any litigation, proceeding or dispute arising out of this Agreement or the need to interpret any language or provision of this Agreement, California law will apply and California courts will decide all such matters as the exclusive forum for such matters.

**23. Suspension or Termination**

A. Suspension of Work:

The Director or Acting Director of HCD, or his/her designee, by written order may suspend the work of the Contractor, or any portion thereof, for any period up to ninety (90) days, as the Director or his/his designee may deem necessary and for any reason. Any equitable adjustment shall be made in the delivery schedule or contract price, or both, and this Agreement shall be modified in writing accordingly if the stop work order results in an increase in the time required for, or in the Contractor's cost properly allowable to, the performance of any part of this Agreement. In any event, the final total of additional payments shall not exceed the sum provided for in this Agreement unless this Agreement is amended in writing in advance.

B. Termination at Option of State:

This Agreement may be terminated at any time, in whole or in part, upon ten (10) calendar day's written notice by the State, for any reason. Upon receipt of a termination notice, Contractor shall promptly discontinue all services affected unless the notice specifies otherwise.

In the event the State terminates all or a portion of this Agreement for any reason, it is understood that the State will provide payment to Contractor for satisfactory services rendered and reasonable expenses incurred prior to the termination of this Agreement, and for reasonable expenses incurred by the Contractor prior to said termination, which

## EXHIBIT D

are not included in charges for services rendered prior to termination, and which could not by reasonable efforts of Contractor have been avoided, but not in excess of the maximum contract amount.

### C. Termination for Default:

The Director or his/her designee may, by three-day written notice to the Contractor, and without any prejudice to HCD's other rights or remedies, terminate this Agreement in whole or in part because of the failure of the Contractor to fulfill its contract obligations. Upon receipt of any notice terminating this Agreement in whole or in part, the Contractor shall (1) immediately discontinue all services affected (unless the notice directs otherwise); and (2) deliver to the State's Contract Manager all data, reports, summaries, and such other information and materials as may have been accumulated by the Contractor in performing under this Agreement, whether completed or in progress. In such an event, the State shall pay the Contractor only the reasonable values of the services rendered to date. At the sole discretion of the State, the State may offer an opportunity to cure any breach(es) prior to terminating for a breach.

### D. Termination Due to Bankruptcy:

In the event proceedings in bankruptcy are commenced by or against the Contractor, or the Contractor is adjudged bankrupt or a receiver is appointed, the Contractor shall notify the State immediately in writing and State may terminate this Agreement and all further rights and obligations by giving three (3) days' notice in writing in the manner specified herein.

### E. Convenience:

If after notice of termination for failure to fulfill contract obligations, it is determined that the Contractor had not so failed, the termination shall be deemed to have been made for the convenience of the State.

### F. Cumulative Remedies:

The rights and remedies of the State provided in this Agreement are in addition to any other rights and remedies provided by law.

### G. Completion:

In the event of termination for default, the State reserves the right to take over and complete the work by contract or other means. In such case, Contractor is liable to State for any additional costs incurred by the State to complete the work.

## 24. Public Contract Code

The Contractor is advised that provisions of Public Contract Code Sections 10335 through 10381 pertaining to the duties, obligations and rights of a consultant service contractor are applicable to this Agreement.

**EXHIBIT D**

**25. Evaluation of Contractor's Performance (STD 4 - Contract/Contractor Evaluation)**

The Contractor's performance under this Agreement will be evaluated by the State upon completion of this Agreement. A copy of the written evaluation will be maintained in this Agreement's file and may be submitted to the Department of General Services, Office of Legal Services.

**26. Priority Hiring Considerations for Contracts Exceeding \$200,000.00**

If this Agreement includes services in excess of \$200,000.00, the Contractor shall give priority consideration in filling vacancies in positions funded by this Agreement to qualified recipients of aid under Welfare and Institutions Code Section 11200, in accordance with Public Contract Code §10353.

**27. Potential Subcontractors**

- A. Nothing contained in this Agreement or otherwise, shall create any contractual relation between the State and any subcontractors, and no subcontract shall relieve the Contractor of its responsibilities and obligations hereunder. Contractor agrees to be fully responsible to the State for the acts and omissions of its subcontractors and persons either directly or indirectly employed by any of them as it is for the acts and omissions of persons directly employed by the Contractor.
- B. No work shall be subcontracted without the prior written approval of the State. Upon the termination of any subcontract, State shall be notified immediately. Any subcontract shall include all the relevant terms and conditions of this Agreement and its attachments in addition to any other relevant terms and conditions.
- C. Contractor's obligation to pay its subcontractors is an independent obligation from the State's obligation to make payments to the Contractor. As a result, the State shall have no obligation to pay or to enforce the payment of any moneys to any subcontractor. Contractor represents that it has or shall secure at its own expense, all staff required to perform the services described in this Agreement. Such personnel shall not be employees of or have any contractual relationship with any governmental entity.
- D. When subcontractors are used, HCD will pay the Contractor who, in turn, will be responsible for paying the subcontractor directly. Subcontractor fees and costs are included in the "total" price of this Agreement.
- E. If subcontractor(s) fails to execute a portion of the work in a satisfactory manner, the Contractor shall immediately remove the subcontractor, upon written request from the Contract Manager. Said subcontractor may not be employed for another portion of this Agreement. The Contract Manager will not entertain requests to arbitrate disputes between the Contractor and subcontractor concerning performance of their contract duties.
- F. Contractor shall not substitute a subcontractor in place of another without prior notification and written approval from the Contract Manager. All requests to substitute a subcontractor must be submitted in writing to the Contract Manager, along with documentation to support the substitution.

**EXHIBIT D**

**28. Disabled Veteran Business Enterprises (DVBE)**

If required in the Bid package and subsequent agreement, Contractor shall comply with the DVBE participation goal, in accordance with the provisions of Public Contract Code §10115 et seq.

**29. Conflict of Interest Clause**

**A. Purpose**

The purpose of this clause is to ensure that the Contractor (1) is not biased, or in any way appears to be biased, in the performance of its duties under this Agreement due to any financial, contractual, organizational, or other interests or relationships relating to the nature of the work it is performing under this Agreement, (2) does not receive any improper gain or financial or other benefits as a result of performing the work required by this Agreement, and (3) does not obtain any unfair competitive advantage over other parties by virtue of its performance of this Agreement.

**B. Conflicts of Interest**

Contractor represents, warrants, and covenants to HCD as follows:

- 1) **No Current or Prior Conflicts of Interest.** Contractor has no business, professional, personal, or other interests or relationships, including but not limited to, the representation of current or prior clients, that would conflict in any manner or degree with the performance of Contractor's obligations under this Agreement.
- 2) **Prohibition on Conflicts.** Neither the Contractor, nor its staff or agents, will engage in conduct that would constitute a conflict of interest, whether actual, potential, or perceived, during the term of this Agreement.
- 3) **Notice of Conflict.** If any actual or potential conflict of interest arises under this Agreement, Contractor shall immediately inform HCD in writing of such conflict and HCD shall be entitled to exercise its rights and remedies under subsection (d) below.
- 4) **Termination for Material Conflict.** If in the sole and absolute discretion of HCD a material conflict of interest exists that in HCD's opinion would negatively impact or call into question the performance of Contractor's duties under this Agreement, or that would give rise to the appearance of a material conflict of interest on the part of Contractor, HCD may elect to terminate this Agreement upon written notice to Contractor. Such termination shall be effective upon the receipt of such notice by Contractor.



## ATTACHMENT A - RESUMES



### TED GUILLOT

#### PROJECT DIRECTOR



Ted Guillot serves as the Director of GCR's Community Planning & Resilience Division. Over the past ten years, Ted has partnered with local and state governments in the design and implementation of innovative disaster recovery projects and programs aimed at creating more resilient communities. Ted's work includes leading GCR's team that supported numerous jurisdictions in HUD's National Disaster Resilience Competition, during which he served as a facilitator and subject matter expert at the Rockefeller Foundation's Resilience Academies. Over the past year, Ted has led the acquisition and integration of two software companies into his portfolio of offerings. He is an accomplished strategic leader with competency in disaster recovery software (HUD CDBG-DR and FEMA Public Assistance) and program-based solutions. Both EMGrantsPro and eGrants software solutions are now integral to the toolkit offered by the Community Planning & Resilience Division.

Ted specializes in integrating traditional project management with regulatory compliance best practices through the creation of organizational frameworks, work plans, and functional toolkits that guide the administration of complex recovery and resilience-building initiatives. Prior to joining GCR, Ted worked at the Louisiana Housing Corporation where he directed the design and administration of over \$800 million in CDBG-DR funded disaster recovery programs that addressed the state's recovery needs following Hurricanes Katrina, Rita, Gustav, Ike, and Isaac.

#### RELEVANT PROJECT EXPERIENCE

##### State of California CDBG-DR Pre-Award Disaster Recovery Support

**Client:** State of California Department of Housing and Community Development  
**Description:** The State of California was awarded \$212 million in HUD CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. Immediately following the funding announcement, the State brought on GCR to provide full-scale pre-award support. Specific efforts have included the development of the Financial Certifications package and Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, GCR led the effort to draft the State's CDBG-DR Action Plan, which included a disaster-wide data collection effort to assess impacts and unmet recovery needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process. The GCR team is also working with the State relative to the anticipated

allocation of CDBG-MIT (mitigation) funding, ensuring clarity relative to applicable rules and regulations, eligible uses, and project selection criteria.

#### QUALIFICATIONS

- Over 12 years of experience managing complex projects and programs.
- Provides direct technical assistance to state and local governments on federal regulatory compliance and grants management best practices.
- Proficient in the design and implementation of innovative programs that leverage multiple funding sources.

#### EDUCATION AND TRAINING

- Bachelor of Arts, English, 2004
- Bachelor of Arts, Spanish, 2004
- Louisiana State University

#### EMPLOYER DATES AND NAMES

- GCR Inc.  
Director, Community Planning & Resilience  
2017 – Present
- GCR Inc.  
Project Manager  
2014 – 2016
- Louisiana Housing Corporation  
Disaster Housing Manager  
2012 – 2014
- Louisiana Office of Community Development  
Disaster Recovery Specialist  
2008 – 2012

## ATTACHMENT A - RESUMES

**Project Role:** Ted serves as GCR's project director for this assignment. His role includes overall project management and coordination, regulatory compliance support to the State and its subrecipients, guiding the design and implementation of a functional organizational framework, and supporting the State in the program's overall approach and vision.

**Project Dates:** January 2018 - Present

**Reference:** Susan Naramore, NDR Project Manager; 2020 W. El Camino Avenue, Suite 500, Sacramento, CA 95833; Susan.Naramore@hcd.ca.gov; (916) 263-0371

### LA SAFE Program

**Client:** State of Louisiana Office of Community Development – Disaster Recovery Unit

**Description:** Louisiana Strategic Adaptations for Future Environments (LA SAFE) seeks to address increased flooding risks and vulnerabilities associated with coastal degradation and subsidence at the community level. Through the initiative, the state developed adaptation strategies for six coastal parishes in southeast Louisiana from which it made strategic investments in pilot projects or programs. GCR's role as Parish Captain for Jefferson and St. Tammany parishes focused on data collection, analysis, and outreach. Our team gathered key quantitative data sets and conducted qualitative research to understand historical trends, project future conditions, and develop parish and community level narratives to inform citizen-led discussions in a series of public meetings. In addition, GCR was responsible for coordination with parish leadership, elected officials, local philanthropic and non-profit organizations, and other stakeholders.

**Project Role:** Ted serves as GCR's project director for this assignment. His role includes overall project management and coordination, outreach facilitation, interfacing with key stakeholders, and supporting the state in the program's overall approach and vision.

**Project Dates:** January 2017 - Present

**Reference:** Mathew Sanders, Resilience Policy & Program Administrator; 1450 Poydras St., Suite 1441, New Orleans, LA 70112; mathew.sanders@la.gov; (504) 556-9793

### Louisiana Flood Recovery Support

**Client:** Louisiana Office of Community Development – Disaster Recovery Unit (OCD-DRU) (Baton Rouge, LA)

**Description:** In anticipation of an initial allocation of HUD CDBG-DR funding in response to the Great Floods of 2016, OCD-DRU engaged GCR to support its efforts in several areas critical to the development of the overall plan to initiate recovery activities and the design of the state's specific recovery programs. Specific tasks included the development of an initial CDBG-DR Action Plan that outlined Louisiana's plan to utilize an initial allocation of \$438M as well as an Action Plan Amendment following a second allocation of more than \$1.2B, supporting the production of the Program Manual for the state's Restore Louisiana Homeowner Program, and supporting OCD-DRU's public engagement efforts related to the initial Action Plan and Action Plan Amendment. The GCR team has continued to support OCD-DRU in the development of recovery programs and Action Plan amendments.

**Project Role:** Ted leads GCR's team supporting OCD-DRU, working in close coordination with state staff and leadership on the successful execution of the full scope of services and timely completion of all project deliverables.

**Project Dates:** November 2016 - Present

**Reference:** Jeff Haley, Chief Operating Officer; 617 N. Third Street Baton Rouge, LA 70801; (225) 219-9600; jeff.haley@la.gov

### City of New Orleans National Disaster Resilience Implementation

**Client:** City of New Orleans

**Description:** GCR serves as the primary outside advisor to the City of New Orleans for the implementation of its \$141 million CDBG-NDR award to develop the Gentilly Resilience District, an initiative focused on water management and economic opportunity in a low-lying area of New Orleans. GCR's role includes a variety of components ranging from detailed project coordination, stakeholder engagement, financial analytics, program design and CDBG-NDR regulatory compliance support.

**Project Role:** Ted leads all aspects of GCR's assignment, including advising the City on policy and program development based on best practices and CDBG-NDR regulations.

**Project Dates:** March 2016 - Present

**Reference:** Joseph W. Threat Sr., Director, Project Delivery Unit; 1300 Perdido St., Suite 6E15, New Orleans, LA 70112; [jwthreatsr@nola.gov](mailto:jwthreatsr@nola.gov); (504) 658-8666

## ATTACHMENT A - RESUMES



### NATHAN CATALINE

#### STRATEGIC ADVISORY BOARD



Nathan Cataline leads the delivery of support to communities in the areas of policy, planning, and analytics within GCR's Community Planning and Resilience division. His specialties include housing, community development, neighborhood revitalization, and resilience planning – all with a focus on creating healthy, vibrant neighborhoods. Nathan has eleven years of professional and academic experience in urban and regional planning and policy analysis, and he brings a wealth of experience in community engagement, meeting facilitation, coalition building, and values based communications. His skills include data analysis, Geographic Information Systems, policy research, and program implementation. Prior to joining GCR, Nathan worked with statewide housing advocacy organizations in Louisiana and California and led vacant property planning efforts for community development organizations in the City of Detroit.

#### QUALIFICATIONS

- Community development and revitalization
- Provides Technical Assistance for HUD Grant programs including CDBG, CDBG-DR, CDBG-NDR and HOME

#### EDUCATION AND TRAINING

- Master of Urban Planning, 2009, University of Michigan, Ann Arbor, MI
- B.A., American Studies, 2007, University of California, Santa Cruz, Santa Cruz, CA
- HUD HOME Training

#### REGISTRATIONS/CERTIFICATIONS

- FEMA Certifications
- IS-100B - Introduction to Incident Command System (ICS)
- IS-200B - ICS for Single Resources and Initial Action Incidents
- IS-700A – National Incident Management System (NIMS) Introduction
- IS-800B – National Response Framework Introduction

#### EMPLOYER DATES AND NAMES

- GCR Inc., Senior Planner  
November 2013 - Present
- Louisiana Housing Alliance,  
Community Engagement and  
Outreach Coordinator  
September 2011- November  
2013
- New Orleans Neighborhood  
Development Collaborative,  
Consultant August 2011

#### RELEVANT PROJECT EXPERIENCE

##### State of California CDBG-DR Pre-Award Disaster Recovery Support

**Client:** State of California Department of Housing and Community Development

**Description:** The State of California was awarded \$212 million in HUD CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. Immediately following the funding announcement, the State brought on GCR to provide full-scale pre-award support. Specific efforts have included the development of the Financial Certifications package and Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, GCR led the effort to draft the State's CDBG-DR Action Plan, which included a disaster-wide data collection effort to assess impacts and unmet recovery needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process. The GCR team is also working with the State relative to the anticipated allocation of CDBG-MIT (mitigation) funding, ensuring clarity relative to applicable rules and regulations, eligible uses, and project selection criteria.

**Project Role:** Nathan serves as GCR's project manager for this assignment. His role includes overall project management and coordination, supporting outreach and engagement efforts, guiding the design and implementation of a functional organizational framework, and supporting the State in the program's overall approach and vision.

**Project Dates:** January 2018 - Present

**Reference:** Susan Naramore, NDR Project Manager; 2020 W. El Camino Avenue, Suite 500, Sacramento, CA 95833; Susan.Naramore@hcd.ca.gov; (916) 263-0371

##### State of California National Disaster Resilience Implementation

**Client:** State of California Department of Housing and Community Development

## ATTACHMENT A - RESUMES

**Description:** GCR serves as the primary outside advisor to the State of California for the implementation of its \$70 million CDBG-NDR award to develop and implement its Community and Watershed Resilience Program. The program consists of three pillars: forest and watershed health, a biomass and wood products facility, and a community resilience center. GCR's scope of work includes support across a number of areas, including technical assistance to the State and its subrecipients, project design, project implementation support, compliance monitoring, and overall program management support.

**Project Role:** Nathan serves as GCR's project manager for this assignment. His role includes overall project management and coordination, guiding the design and implementation of a functional organizational framework, and supporting the State in the program's overall approach and vision.

**Project Dates:** March 2017 - Present

**Reference:** Susan Naramore, NDR Project Manager; 2020 W. El Camino Avenue, Suite 500, Sacramento, CA 95833; Susan.Naramore@hcd.ca.gov; (916) 263-0371

### Jefferson Parish CDBG/CDBG-DR Program Management Support

**Client:** Jefferson Parish Government

**Description:** GCR is providing overall program management support to the Jefferson Parish Community Development Department for CDBG, HOME, ESG and CDBG-DR programs. Included in the scope is specific guidance related to regulatory compliance in support the Parish's recovery from Hurricanes Katrina, Rita, Gustav, Ike, and Isaac. GCR's work has included a full assessment of the Parish's program management operations to identify areas in need of improvement, the development of policies and procedures for specific recovery programs and overall grants administration, and training staff on best practices and regulatory requirements.

**Project Role:** Nathan supports all regulatory compliance aspects of the project.

**Project Dates:** June 2015 – Present

**Reference:** Nicole Fontenot, Director of Community Development; 1221 Elmwood Pk. Blvd., Suite 605, Jefferson, LA 70123; nfontenot@jeffparish.net; (504) 736-6260

### Louisiana Flood Recovery Support

**Client:** Louisiana Office of Community Development – Disaster Recovery Unit (OCD-DRU) (Baton Rouge, LA)

**Description:** In anticipation of an initial allocation of HUD CDBG-DR funding in response to the Great Floods of 2016, OCD-DRU engaged GCR to support its efforts in several areas critical to the development of the overall plan to initiate recovery activities and the design of the state's specific recovery programs. Specific tasks included the development of an initial CDBG-DR Action Plan that outlined Louisiana's plan to utilize an initial allocation of \$438M as well as an Action Plan Amendment following a second allocation of more than \$1.2B, supporting the production of the Program Manual for the state's Restore Louisiana Homeowner Program, and supporting OCD-DRU's public engagement efforts related to the initial Action Plan and Action Plan Amendment. The GCR team has continued to support OCD-DRU in the development of recovery programs and Action Plan amendments.

**Project Role:** Nathan supports the development of the Action Plan and Action Plan Amendments, focusing on data collection and analysis, GIS mapping analysis, and community outreach efforts.

**Project Dates:** November 2016 - Present

**Reference:** Jeff Haley, Chief Operating Officer; 617 N. Third Street Baton Rouge, LA 70801; (225) 219-9600; jeff.haley@la.gov

### CDBG-DR Program Design and Management

**Client:** Terrebonne Parish Consolidated Government

**Description:** This is a CDBG-DR grant program for multifamily housing in Terrebonne Parish using CDBG-DR funds from Hurricanes Gustav and Ike. The program is modeled off of the State Road Home Piggyback Program, where CDBG funds are structured as loans to fill development gaps and will be repaid from cash flow. Manage \$5.7 million in CDBG-DR funds for Terrebonne Parish to build 82 units of workforce housing including Section 3 and Davis-Bacon reporting, managing subcontractors, and meeting all federal and state requirements.

**Project Role:** Nathan coordinated all aspects of the pre-development and construction phases of the project. He oversaw CDBG-DR, Section 3, and Davis-Bacon reporting, managed subcontractors, and worked with the developer and parish to meet all federal state and parish requirements.

**Project Dates:** October 2012 – September 2016

## ATTACHMENT A - RESUMES

**Reference:** Darrel W. Waire, Director, Housing and Human Services, Terrebonne Parish Consolidated Government, 809 Barrow Street, Houma, LA, (985) 873-6892

## ATTACHMENT A - RESUMES



### ROBIN KEEGAN

#### STRATEGIC ADVISORY BOARD



Robin Keegan has spent the last 20 years working at the intersection of disaster recovery, pre-disaster planning and mitigation, economic development, housing, and community building.

Robin is a sought-after expert in resilience and community development having recently served as a subject matter expert and facilitator to the Rockefeller Foundation's Resilience Academy.

Robin has led numerous teams of disaster recovery and planning experts that assist communities to become more resilient to the impacts of future disasters and account for the impacts of climate change and other factors.

#### PRIOR WORK EXPERIENCE

##### **Hurricanes Irma and Maria CDBG-DR Recovery Program, U.S. Virgin Islands**

#### QUALIFICATIONS

- Over 20 Years of experience providing grant management support services
- Executive Director of the Louisiana Recovery Authority following hurricanes Katrina and Rita
- Secured and programmed more than \$1 billion in federal CDBG resources for the recovery from a series of hurricanes in 2008

#### EDUCATION

- Master of Science, Urban Planning, 1998, Columbia University
- Bachelor of Arts, Comparative Religious Studies, 1993, Macalester College

#### EMPLOYER DATES AND NAMES

- Spring Industries (contracted to Witt O'Brien's), CDBG-DR SME  
May 2019 - Present
- Tulane University's Master of Sustainable Real Estate Development - Adjunct Lecturer  
August 2016 - Present
- Resilient Baton Rouge – Director  
December 2016 – October 2018
- GCR Inc. - Director of Community Resilience  
August 2012 – September 2016
- Housing Authority of New Orleans - Senior Advisor for Development  
January 2011 - December 2011
- Louisiana Recovery Authority - Executive Director  
May 2006 - November 2010

## ATTACHMENT A - RESUMES

**Role/Responsibilities:** Robin was CDBG-DR SME. Robin supported the U.S. Virgin Islands Housing Finance Authority (HFA) by providing planning, program design, program management, compliance, policy, environmental, and financial management expertise. This support included assisting with the effort to plan and manage approximately \$1.8 billion in HUD CDBG-DR funds for Housing, Infrastructure, and Economic Revitalization projects throughout the territory. Witt O'Brien's has made key contributions to the CDBG-DR program by drafting the initial Action Plan, Amendment #1, developing program and administrative policies and procedures. Assistance has been provided in moving from program planning/design towards program implementation.

### **Resilient Baton Rouge, Baton Rouge, Louisiana**

**Role/Responsibilities:** Robin directed Resilient Baton Rouge, a Robert Wood Johnson Foundation-funded initiative to increase the capacity of mental health service providers to support residents of the Baton Rouge region that flooded in the Great Flood of 2016.

### **Consultant, New York Governor's Office of Storm Recovery, State of New York**

**Role/Responsibilities:** As the Director of Community Resilience at GCR Inc., Robin supported the states of New York and New Jersey and the City of New York in recovery from Superstorm Sandy. From 2013 to 2015, she was a consultant to the State of New York's Governor's Office of Storm Recovery leading a team of subject matter experts to provide leadership in key roles in the state's housing and small business recovery programs. In this role, Robin led a team that worked with communities around the country to develop and implement resiliency plans following major disasters. Robin supported the development of a small business loan and grant program and a workforce development program among other projects.

### **National Disaster Resilience Competition, multiple communities**

**Role/Responsibilities:** At GCR Inc., Robin led a team that worked with six communities across the nation to apply to the U.S. Department of Housing and Urban Development's \$1 billion National Disaster Resilience Competition. Robin and her team succeeded in securing \$240 million in new resources for her clients to implement resilience efforts ranging from water management and flood protection in Shelby County, Tennessee to creating healthier homes through lead abatement in Springfield, Massachusetts to relocating a Native American community from a disappearing barrier island off the coast of Louisiana.

### **Jefferson Parish Economic Development Corporation (JEDCO)**

**Role/Responsibilities:** At GNO, Inc., Robin supported JEDCO in tracking the outcomes of its economic development strategic plan through the development of a bi-annual Implementation Progress Report.

### **Prosperity NOLA, New Orleans Business Alliance**

**Role/Responsibilities:** At GNO, Inc., Robin led a team to support the City of New Orleans and the New Orleans Business Alliance in the development of the first comprehensive economic development strategic plan for the City. The year-long project resulted in the Prosperity NOLA plan centered on core industry clusters and cross cutting issues.

### **Louisiana Recovery Authority (LRA), State of Louisiana**

**Role/Responsibilities:** In the aftermath of Hurricanes Katrina and Rita, Robin returned home to New Orleans from New York City to serve in multiple roles at the Louisiana Recovery Authority (LRA). As Executive Director of the LRA, Robin oversaw the implementation of more than \$14 billion in housing, infrastructure, and economic development recovery initiatives following Hurricanes Katrina, Rita, Gustav, Ike and the BP Oil Spill. Robin initially led the State's economic recovery initiatives including small business loan and grant, workforce and research commercialization programs.



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### MICHAEL T. DORRIS SR.

#### STRATEGIC ADVISORY BOARD



Michael (Mike) T. Dorris, Sr. is a CPA and a skilled project manager with financial, contracts, and construction expertise on FEMA-funded and CDBG-DR programs. Since assuming the PM role last year, he has brought innovative staffing and teaming strategies to drive monthly production. He knows the PA Program and has demonstrated strong leadership to make changes, analyze outcomes, fairly evaluate staff and get results.

His disaster recovery experience includes Hurricanes Katrina and Sandy housing and infrastructure recovery programs totaling more than \$2 billion. His Hurricane Sandy recovery program experience includes the \$275m New York City Build it Back, the New York State \$700m statewide single family and rental programs, and the New Jersey statewide housing recovery program.

Michael was also responsible for the supervision of grant management and document control for FEMA and CDBG grants including the \$1 billion FEMA grant for St. Bernard Parish Government in Louisiana. His expertise includes working closely with contract managers to ensure eligibility and proper scope alignment, project reconciliation of eligible funding and closeout with FEMA and the State.

#### RELEVANT PROJECT EXPERIENCE

##### Stafford Act Programs Closeout Assistance

**Client:** Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)

**Description:** GCR is leading the team working with GOHSEP to expedite project closeouts in accordance with the procedures developed by the State and FEMA. This project includes closing out programs under the Stafford Act; reviewing grants for compliance; performing accounting and auditing tasks; providing accounting assurance for federal funds and assisting subrecipients.

**Roles/Responsibilities:** Michael is Project Manager. He is responsible for daily operations, leads the Team Closeout Supervisors, serves as the day-to-day principal point of contact for GOHSEP project managers and as liaison with the GOHSEP Contract Manager (CM).

His responsibilities also include monitoring production and generating performance reports, submitting project status and staff accountability reports to GOHSEP, and executing task orders signed by GOHSEP authorized personnel.

**Dates:** November 2019 – Present

**Reference:** Lynne Browning, Assistant Deputy Director Public Assistance, Governor's Office of Homeland Security and Emergency Preparedness, 1500 Main Street, Baton Rouge, LA 70802, (225) 338-7342, Lynne.Browning@LA.gov

#### QUALIFICATIONS

- Currently working as the GCR GOHSEP Closeout & Grant Management Project Manager
- 9+ years of project management experience
- 25+ years of professional experience
- Experienced with statewide agencies including Louisiana, New York, and New Jersey
- Demonstrates strong leadership to achieve GOHSEP's production and mission-critical goals
- Drives production and staff accountability through daily, weekly, and monthly deliverable tracking

#### EDUCATION AND TRAINING

- B.S., Accounting, University of New Orleans, New Orleans, Louisiana

#### REGISTRATIONS/CERTIFICATIONS

- Certified Public Accountant
- OSHA 10 certified

#### EMPLOYER DATES AND NAMES

- GCR Inc., Project Manager, November 2018 - Present
- New York City Build it Back, Construction Management, December 2014 - October 2018
- Governor's Office of Storm Recovery/DASNY New York Rising Housing Recovery Program, June 2014 - December 2014



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### EMPLOYER DATES AND NAMES (CONTINUED)

- New York City Build it Back Housing Recovery Program, Applicant Pathway Coordinator, January 2014 - June 2014
- New Jersey Department of Community Affairs, Reconstruction, Rehabilitation, Elevation and Mitigation Program (RREM), Production Manager, July 2013 - January 2014
- CDM Smith, Procurement Manager, September 2007 - September 2012
- The Shaw Group, Lead Supervisor September 2005 - September 2007

#### **New York City Build it Back**

**Client:** City of New York

**Roles/Responsibilities:** Managed the Pre-design, design, and construction management for the HUD funded program for New York City. Managed a staff of 30 to help homeowners repair and elevate their homes as a result of Hurricane Sandy. Worked on 500 homes and accelerated program to complete all phases by October 2016.

**Dates:** December 2014 - October 2018

**Reference:** Michael Burton, Vice President, NYC Build It Back, #9 Syosset Way Syosset, New York, (516) 639-9921

#### **DASNY New York Rising Housing Recovery Program**

**Client:** Governor's Office of Storm Recovery

**Roles/Responsibilities:** Michael worked on the housing recovery program for the State of New York. He worked daily to help applicants through the process and move into a closing status for funding. Worked with case workers daily to coordinate the intake and eligibility for applicants. Michael supervised a team of 15 technical advisors to conduct final site visits and closeout files.

**Dates:** June 2014 - December 2014

**Reference:** Joe Massa, Vice President, Governor's Office of Storm Recovery, #9 Syosset Way Syosset, New York, (516) 805-7351

#### **New York City Build it Back Housing Recovery Program**

**Client:** City of New York

**Roles/Responsibilities:** Michael worked closely with the client to move applicants in repair, repair with elevation, and rebuild pathways through the

system to construction. Michael worked with Housing Recovery Center Managers to streamline the applicant process at the center. Coordinated priorities from the client with field operations to assist applicants in their application process.

**Dates:** January 2014 - June 2014

**Reference:** Cathy Clinch, Project Manager, NYC Build It Back, #9 Syosset Way Syosset, New York, (410) 868-9601

#### **New Jersey Department of Community Affairs, Reconstruction, Rehabilitation, Elevation and Mitigation Program (RREM)**

**Client:** State of New Jersey

**Roles/Responsibilities:** Michael was part of the NJRREM team providing program management, implementation and operation for the \$600 million program that provided eligible homeowners up to \$150,000 in grant funds to aid the reconstruction, rehabilitation, elevation and mitigation of primary homes damaged by Superstorm Sandy. Michael assisted homeowners with the construction process by developing repair specifications, identifying qualified builders to do the construction work, and ensuring the quality of the work completed. Seventy percent of the program's funds were reserved for low-to-moderate-income households in accordance with federal requirements.

**Dates:** July 2013 - January 2014

**Reference:** Cathy Clinch, Project Manager, NYC Build It Back, #9 Syosset Way Syosset, New York, (410) 868-9601

#### **CDM Smith**

**Client:** St. Bernard Parish Government

**Roles/Responsibilities:** Michael supervised all phases of grants management and document control for a \$1 billion FEMA grant to St. Bernard Parish Government. He reviewed billings for work contracted under this federal grant. The review was for compliance and reimbursement eligibility. Michael managed requests for reimbursement from the Governor's Office of Homeland Security and Emergency Preparedness. He worked closely with Project Managers to ensure eligibility and proper scope alignment as the projects progressed. Michael reconciled each project as it was completed to ensure full

## ATTACHMENT A - RESUMES

reimbursement of all eligible funding. As projects were reconciled, he worked closely with a closeout team to begin final closeout with FEMA and the State.

**Dates:** September 2007 – September 2012

**Reference:** Louis Jackson, Project Executive, CDM Smith, 1515 Poydras St Suite 1000, New Orleans, LA 70112, (504) 799-1100

### **The Shaw Group**

**Client:** Multiple clients

**Roles/Responsibilities:** Michael worked on budget and scheduling for various projects. He spent extensive time with cost analysis in an effort to maintain or increase gross margins. Michael completed work on both federal and local government projects with revenues up to \$90 million. In addition, he managed three levee projects under the jurisdiction of the U.S. Army Corps of Engineers and worked on hazardous mitigation projects for seven parishes to assist residents affected by Hurricane Katrina and Rita.

**Dates:** August 2006 - September 2007

**Reference:** John Smith, Department Manager, APTIM, 1780 Hughes Landing Blvd., The Woodlands, TX, (833) 862-7846

### **The Shaw Group**

**Client:** St. Tammany Parish

**Roles/Responsibilities:** Michael supervised operations of all disposal sites for St. Tammany Parish debris removal contract resulting from Hurricane Katrina. Supervised 20-25 field monitors, 3 crew leaders, and 4 supervisors in daily debris removal contract. He was responsible for final completion of all tickets resulting from debris removal operations. Michael was instrumental in developing procedures for control of all data needed for billing and FEMA reimbursement. He also supervised removal of over 5,000 hazardous stumps from the Parish right of way. All tasks were completed long before the client anticipated deadline. Michael also played a key role in scheduling and supervising the work to meet all FEMA guidelines to ensure 100% reimbursement.

**Dates:** August 2006 - September 2007

**Reference:** Matt Parker, Project Manager, APTIM, 1780 Hughes Landing Blvd., The Woodlands, TX, (833) 862-7846

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### Fred Tombar III

#### STRATEGIC ADVISORY BOARD



HAGERTY

Fred Tombar is a nationally recognized housing and community development expert with over 25 years of experience at the federal, state, and local levels. He is a creative leader and problem solver, managing large public and private sector organizations in the execution of multibillion-dollar programs. A former Appointee of the Obama Administration, Fred is the recipient of numerous awards from the Louisiana Housing Alliance, National Affordable Housing Managers Association, Federal Government, Brookings Institute, National Alliance of Housing and Urban Development Tenants, and Harvard Kennedy School of Government. Throughout his career, he has worked to improve public sector organizational performance, and has managed thousands of employees.

Fred advised Louisiana Governor John Bel Edwards following the 2016 floods, obtaining a Congressional appropriation of over \$3 billion in disaster recovery funds. He has also established an Asset Management Department to ensure property owners' compliance with federal and state rules on the Louisiana Housing Corporation's (LHC's) portfolio of over 800 multifamily housing developments. This included managing over 1,000 permanent supportive housing vouchers to aid in housing persons with disabilities, providing \$33.5 million in utilities payments to more than 87,000 disaster-stricken families, and contributing \$108.3 million in low income housing tax credits toward 1,770 affordable housing units across 32 developments.

#### RELEVANT PROJECT EXPERIENCE

##### Louisiana Housing Support Programs

**Client:** Louisiana Housing Corporation

**Description:** Fred established a home owner repair program to aid disaster survivors in the repair of their homes. Completed a statewide housing needs assessment quantifiably identifying the greatest areas of need and opportunity in the State to aid in the development of policy, the allocation of resources, and the formation of local and regional housing plans. He also began four new single family mortgage programs to increase the opportunities for affordable homeownership for the citizens of Louisiana.

**Project Role:** Executive Director.

**Project Dates:** June 2014-April 2015

**Reference:** Mike Airhart, Senior Vice President, George K. Baum (Former Chairman of the Board of Directors of the Louisiana Housing Corporation), airhart@gkbaum.com, (225)-266-2880

#### QUALIFICATIONS

- Completed a statewide housing needs assessment identifying the greatest areas of need and opportunity in Louisiana.
- Co-directed former President Obama's Long-Term Disaster Recovery Working Group for HUD.
- Directed more than \$45 billion in CDBG-DR funding.

#### EDUCATION AND TRAINING

- Master's in Public Policy, 1994, Harvard University Kennedy School of Government
- Bachelor of Arts, Government, 1991, University of Notre Dame

#### EMPLOYER DATES AND NAMES

- Sapience Strategies  
President  
2016-Present
- The Plexos Group, LLC  
Sr. Vice President for  
Government Services  
2015-2016
- Louisiana Housing Corporation  
Executive Director  
2013-2015
- US Department of Housing and  
Urban Development (HUD)  
Sr. Advisor to the Secretary  
2009-2013
- Tombar Consulting Group, LLC  
President  
2006-2009
- HUD, Assistant Deputy Assistant  
Secretary for Multifamily Housing  
2001-2006

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### **Long-Term Disaster Recovery Working Group**

**Client:** US Department of Housing and Urban Development

**Description:** Fred co-directed the President's long-term disaster recovery working group, a federal government-wide effort to research and provide recommendations to the President on how to improve the federal government's ability to help communities impacted by disasters recover more quickly and thoroughly. Working group produced the first ever federal National Disaster Recovery Framework (NDRF). Fred also directed the development of methodologies to allocate over \$12 billion in CDBG-DR funds to over 35 states, counties, and cities to address unmet needs of communities impacted by disasters from 2008 through 2012, including Hurricane Sandy. He directed HUD's efforts to aid in the recovery of communities from various Gulf Coast Hurricanes, 2008 Midwestern Floods, Midwestern and Southeastern Tornadoes of 2011, the Deepwater Horizon Oil Spill, Midwestern droughts, and Eastern Seaboard hurricanes and tropical storms of 2011 and 2012. He spearheaded HUD's efforts to transition nearly 12,000 low-income families from hurricane Katrina and Rita temporary housing to permanent Housing Choice Vouchers and HUD's effort to create a permanent Disaster Housing Assistance Program.

**Project Role:** Senior Advisor to the Secretary for Disaster Programs.

**Project Dates:** February 2009-June 2013

**Reference:** Shaun Donovan, Former Secretary of the US Dept. of Housing and Urban Development; ShaunDonovan008@gmail.com; (212) 960-3653

### **Administration of HUD Programs**

**Client:** HUD

**Description:** Fred served as the primary federal official responsible for privately owned, affordable multifamily housing. In this capacity, he supervised asset management of 30,000 multifamily properties with over 2 million housing units and a mortgage insurance portfolio of 16,000 multifamily loans with unpaid principal balance of \$55 billion. He managed over 1,900 employees in headquarters and 51 field offices nationwide, including substantial reorganization of headquarters and field staff to reflect greater independence of subsidy and insurance programs, streamline reporting, and delegate greater responsibility to local public and private partners. He developed and refined policy and budget alternatives with Congress and other government officials.

Under his supervision, HUD operated housing subsidy programs that provided over \$9 billion annually to 1.7 million families. Fred implemented partnerships with State housing agencies to improve Section 8 program administration using annual performance-based contracts totaling \$200 million. He also oversaw the annual competition and award of housing programs grants worth over \$1 billion. He redesigned ineffective funding processes and systems to ensure the timely delivery of \$250 million in monthly subsidy payments to housing project owners.

**Project Role:** Assistant Deputy Assistant Secretary for Multifamily Housing

**Project Dates:** January 1999-February 2006

**Reference:** Stillman Knight; Former Deputy Assistant Secretary for Multifamily Housing, US Department of Housing and Urban Development; SDKJR@aol.com; (251) 510-1238

## ATTACHMENT A - RESUMES



### Stanley Gimont STRATEGIC ADVISORY BOARD



For more than 30 years, Stanley Gimont has been at the center of the HUD CDBG program. After beginning his career as a Presidential Management Intern at HUD, Stan dedicated his years at HUD to the CDBG program. From 2008 through July 2019, Stan was directly responsible for management of all components of the Community Development Block Grant (CDBG) program, including CDBG-DR, the CDBG Entitlement, State and Insular Area programs, the Section 108 Loan Guarantee Program, and the Neighborhood Stabilization Program. For fifteen years, he has been at the center of CDBG policy development and change at HUD and reviewed and edited every CDBG-DR Federal Register Notice from 2008 through July 2019. Stan is also an experienced manager of personnel and funds: as Deputy Assistant Secretary, he was responsible for 140 staff members, \$4 billion of annual appropriations, and \$90 billion of supplemental appropriations following disasters.

#### QUALIFICATIONS

- 17 years of highly successful experience managing disaster recovery and community development programs for HUD
- Recipient of the Presidential Rank Award (Meritorious Level) for his service in the US Government.

#### EDUCATION AND TRAINING

- Senior Managers in Government Program, 2012, Harvard Kennedy School of Government
- Master of Public Administration, 1987, George Washington University
- Bachelor of Arts, Public Affairs, 1983, George Washington University

#### CERTIFICATIONS

- Certified Economic Development Professional, National Development Council, 1991

#### EMPLOYER DATES AND NAMES

- Hagerty Consulting, Inc  
Senior Advisor for Community Recovery  
2019-Present
- HUD  
Various Roles  
1987-2019

#### RELEVANT PROJECT EXPERIENCE

##### Community Development Block Grant (CDBG) Executive Management

**Client:** US Department of Housing and Urban Development (HUD)

**Description:** From 2016-2019, Stan served as Deputy Assistant Secretary for Grant Programs at HUD. Stanley managed 140 professionals responsible for all facets of the CDBG program, the HOME Investment Partnership program and HUD's environmental compliance efforts. In this role, he oversaw \$4 billion of annual appropriations distributed to more than 1,300 jurisdictions nationwide. Stanley was also responsible for the CDBG-DR supplemental appropriations for long-term disaster recovery with a portfolio of more than 120 open grants and more than \$90 billion of available funds. Stanley was intimately involved in setting policy and reviewed and edited all CDBG-DR Federal Register notices from 2008-2019. He represented HUD to outside stakeholders, including the Office of Management and Budget, House and Senate staff, and partner agencies such as FEMA, the Recovery Support Function Leadership Group, the Mitigation Federal Leadership Group, and the Federal Permitting Improvement Steering Council.

**Project Role:** Deputy Assistant Secretary for Grant Programs.

**Project Dates:** August 2016-July 2019

**Reference:** Ginny Sardone, Acting Deputy Assistant Secretary for Grant Programs; US Dept. of HUD, Office of Community Planning and Development; virginia.sardone@hud.gov; (202) 402-4606

##### Community Development Block Grant (CDBG) Program Director

**Client:** HUD

**Description:** Stan managed all components of HUD's CDBG program including Entitlement Communities and State programs, the Section 108 loan guarantee

program, CDBG-DR grants, and the Neighborhood Stabilization Program. He also oversaw the National Disaster Resilience Competition conducted between 2014-2016. He coordinated within HUD, working with the Office of General Counsel, Chief

## ATTACHMENT A - RESUMES

Financial Officer, and Policy Development and Research to implement effective programs that deliver benefits to low and moderate income communities across the nation.

**Project Role:** Director, Office of Block Grant Assistance

**Project Dates:** March 2008-August 2016

**Reference:** Jessie Handforth Kome; Acting Director; US Dept. of HUD, CPD, Office of Block Grant Assistance; [jessie.handforth.kome@hud.gov](mailto:jessie.handforth.kome@hud.gov); (202) 402-5539

### **CDBG Entitlement Program**

**Client:** HUD

**Description:** As Director of the CDBG Entitlement Program, Stan's primary focus was on policy development and interpretation activities, implementation of new initiatives, coordination with other HUD programs, and management of Headquarters staff providing program guidance to HUD field staff and grantees.

**Project Role:** Director, CDBG Entitlement Program.

**Project Dates:** 2004-2006

**Reference:** Jessie Handforth Kome; Acting Director; US Dept. of HUD, CPD, Office of Block Grant Assistance; [jessie.handforth.kome@hud.gov](mailto:jessie.handforth.kome@hud.gov); (202) 402-5539

### **Section 108 Loan Guarantee Program**

**Client:** HUD

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

**Project Role:** Deputy Director, Section 108 Loan Guarantee Program.

**Project Dates:** 2002-2004

**Reference:** Paul Webster; Director; US Dept. of HUD, CPD, Office of Block Grant Assistance, Financial Management Division; [paul.webster@hud.gov](mailto:paul.webster@hud.gov); (202) 402-5539

## ATTACHMENT A - RESUMES



### ADRIENNE DUNCAN

#### PROJECT MANAGER



Adrienne Duncan serves as GCR's lead subject matter expert on federal regulatory compliance. Her recent work includes supporting recovery and resilience-building efforts in New York, California, Virginia, Tennessee, Jefferson and St. Tammany parishes in Louisiana, and Springfield, Massachusetts. During her time in New York, Adrienne developed implementation procedures for many of the state's disaster recovery programs and played a significant role in the development and submission of Action Plan amendments. Adrienne provided assistance on the New York Rising Housing Programs, Community Reconstruction, Infrastructure and Economic Development Programs and created and has delivered trainings on CDBG-DR and CDBG-NDR requirements for multiple local and state government agencies.

Prior to her role at GCR, Adrienne worked with the Louisiana Office of Community Development and Louisiana Recovery Authority.

#### RELEVANT PROJECT EXPERIENCE

##### **State of California CDBG-DR Pre-Award Disaster Recovery Support**

**Client:** State of California Department of Housing and Community Development

**Description:** The State of California was awarded \$212 million in HUD CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. Immediately following the funding announcement, the State brought on GCR to provide full-scale pre-award support. Specific efforts have included the development of the Financial Certifications package and Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, GCR led the effort to draft the State's CDBG-DR Action Plan, which included a disaster-wide data collection effort to assess impacts and unmet recovery needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process. The GCR team is also working with the State relative to the anticipated allocation of CDBG-MIT (mitigation) funding, ensuring clarity relative to applicable rules and regulations, eligible uses, and project selection criteria.

**Project Role:** Adrienne serves as a Senior Grant Manager for this assignment. Her role includes leading the development of administrative policies and procedures, Financial Certifications package, and Implementation Plan, providing regulatory guidance, outreach facilitation, interfacing with key stakeholders, Action Plan development, and supporting the state in its overall

#### QUALIFICATIONS

- 10 years of experience working in disaster recovery projects
- Provides technical assistance for implementation and design of federal disaster recovery programs
- Nationally recognized subject matter expert on federal regulations that govern HUD CDBG-DR funding
- Delivers trainings to state and local governments on key regulatory requirements

#### EDUCATION AND TRAINING

- Bachelor of Arts, History, 2005  
Louisiana State University
- HUD HOME Training

#### REGISTRATIONS/CERTIFICATIONS

- Real Estate License, 2006  
Burk Baker School of Real Estate

#### EMPLOYER DATES AND NAMES

- GCR Inc. – Sr. Grant Manager  
September 2013 – Present
- Louisiana Office of Community Development/Disaster Recovery Unit (OCD/DRU)  
June 2010 – September 2013
- Louisiana Recovery Authority  
May 2009 – June 2010
- Daryl May Builder, Inc.  
September 2004 – March 2009

approach and vision for recovery.

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**Project Dates:** January 2018 - Present

**Reference:** Susan Naramore, NDR Project Manager; 2020 W. El Camino Avenue, Suite 500, Sacramento, CA 95833;  
Susan.Naramore@hcd.ca.gov; (916) 263-0371

### State of California National Disaster Resilience Implementation

**Client:** State of California Department of Housing and Community Development

**Description:** GCR serves as the primary outside advisor to the State of California for the implementation of its \$70 million CDBG-NDR award to develop and implement its Community and Watershed Resilience Program. The program consists of three pillars: forest and watershed health, a biomass and wood products facility, and a community resilience center. GCR's scope of work includes support across a number of areas, including technical assistance to the State and its subrecipients, project design, project implementation support, compliance monitoring, and overall program management support.

**Project Role:** Adrienne serves as GCR's regulatory compliance subject matter expert for this assignment. She provides technical assistance and delivers trainings to the state and its subrecipients, develops administrative and programmatic policies and procedures, and authors detailed guidance on complex regulatory matters.

**Project Dates:** March 2017 - Present

**Reference:** Susan Naramore, NDR Project Manager; 2020 W. El Camino Avenue, Suite 500, Sacramento, CA 95833;  
Susan.Naramore@hcd.ca.gov; (916) 263-0371

### Jefferson Parish CDBG/CDBG-DR Program Management Support

**Client:** Jefferson Parish Government

**Description:** GCR is providing overall program management support to the Jefferson Parish Community Development Department for CDBG, HOME, ESG and CDBG-DR programs. Included in the scope is specific guidance related to regulatory compliance in support the Parish's recovery from Hurricanes Katrina, Rita, Gustav, Ike, and Isaac. GCR's work has included a full assessment of the Parish's program management operations to identify areas in need of improvement, the development of policies and procedures for specific recovery programs and overall grants administration, and training staff on best practices and regulatory requirements.

**Project Role:** Adrienne serves as the Project Manager. She provides on-site policy and implementation guidance to the parish as well as oversees the daily management aspects of the project. Additionally, Adrienne is responsible for delivering program policy and procedures, programmatic guidelines, and additional tools to ensure compliant program implementation. Adrienne also trains the parish staff on best practices for designing and implementing CDBG and CDBG-DR funded programs.

**Project Dates:** June 2015 – Present

**Reference:** Nicole Fontenot, Director of Community Development; 1221 Elmwood Pk. Blvd., Suite 605, Jefferson, LA 70123;  
nfontenot@jeffparish.net; (504) 736-6260

### State of New York Storm Recovery Management Support

**Client:** New York Governor's Office of Storm Recovery

**Description:** GCR provided technical assistance services to GOSR to support the State's successful recovery from Hurricanes Sandy, Irene and Tropical Storm Lee. GCR led operational development processes, HUD regulations compliance, program design, policy and procedure development, program implementation, and supported the State's reporting needs.

**Project Role:** Adrienne provided leadership and support to all aspects of GCR's assignment in New York, including advising the State on policy, program development, implementation, HUD CDBG-DR regulations and compliance across all programs. She has developed implementation procedures for many of the state's disaster recovery programs. In addition, she played a significant role in the submission of all of the state's action plan amendments as well as coordination of weekly technical assistance from HUD for New York State. She provided assistance on the Community Reconstruction Program, New York Rising Housing Programs, Infrastructure and Economic Development Programs and also created and delivered training on CDBG-DR requirements.

**Project Dates:** August 2013 – June 2015

**Reference:** Natalie Wright, former Deputy Executive Director for Community Reconstruction, Infrastructure, and Small Business, NY GOSR (612) 868-4186 wright.2.natalie@gmail.com



## ATTACHMENT A - RESUMES

### **Louisiana Flood Recovery Support**

**Client:** Louisiana Office of Community Development – Disaster Recovery Unit (OCD-DRU) (Baton Rouge, LA)

**Description:** In anticipation of an initial allocation of HUD CDBG-DR funding in response to the Great Floods of 2016, OCD-DRU engaged GCR to support its efforts in several areas critical to the development of the overall plan to initiate recovery activities and the design of the state's specific recovery programs. Specific tasks included the development of an initial CDBG-DR Action Plan that outlined Louisiana's plan to utilize an initial allocation of \$438M as well as an Action Plan Amendment following a second allocation of more than \$1.2B, supporting the production of the Program Manual for the state's Restore Louisiana Homeowner Program, and supporting OCD-DRU's public engagement efforts related to the initial Action Plan and Action Plan Amendment. The GCR team has continued to support OCD-DRU in the development of recovery programs and Action Plan amendments.

**Project Role:** Adrienne led the development of the Action Plan and Action Plan Amendment as well as the Program Manual for the state's Restore Louisiana Homeowner Program.

**Project Dates:** November 2016 – Present

**Reference:** Jeff Haley, Chief Operating Officer; 617 N. Third Street Baton Rouge, LA 70801; (225) 219-9600; jeff.haley@la.gov

### **HUD Community Compass – Puerto Rico CDBG-DR Technical Assistance**

**Client:** U.S. Department of Housing and Urban Development

**Description:** GCR is part of a team of firms providing technical assistance to Puerto Rico's Department of Housing in support of the launch of its CDBG-DR funded programs. GCR's role has included drafting administrative policies and procedures, performing cost estimates for procurement activities and generally supporting procurement efforts, and assisting with program design and development. In addition, GCR personnel have developed and conducted trainings for Puerto Rican personnel on a broad spectrum of key topics, ranging from financial management to the fundamentals of CDBG-DR funding.

**Project Role:** Adrienne serves as a Senior Grant Manager for this assignment. Her role includes project management and coordination, providing regulatory guidance, developing and delivering trainings, and supporting program design efforts.

**Project Dates:** March 2018 – Present

**Reference:** Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division, Office of Block Grant Assistance, U.S. Department of Housing & Urban Development; 451 7th Street, SW Washington, DC 20410; Tennille.S.Parker@hud.gov; (202) 402-4649

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### COLIN BAILEY

#### DEPUTY PROJECT MANAGER



Colin Bailey is a new addition to GCR's Disaster Recover team, recruited for his extensive project management and substantive experience throughout California. Based out of Sacramento for the past 14 years of his professional career, he has run a statewide non-profit, managing multi-disciplinary, technical assistance teams for water-disadvantaged communities, provided legal and policy advocacy assistance to low-income clients and the organizations that serve them, and built institutional and community-based capacity for justice and self-determination. His network among community-based organizations, academics, scientists, and researchers, engineers, attorneys, and other technical assistance providers, local and state government agencies, and other sectors, is extensive. His practice areas include the environment, land use, housing, transportation, public health, utilities, water and wastewater, Climate readiness, environmental justice, public finance, and more. Colin is a licensed attorney in California.

#### QUALIFICATIONS

- Program development and project management
- Provides leadership, vision, coordination and support for overall project operations

#### EDUCATION AND TRAINING

- J.D., 2005, University of California - Los Angeles School of Law
- Bachelor of Arts, Anthropology, 1999  
University of California – Berkeley

#### CERTIFICATIONS

- California State Bar, admitted in December 2005 (SBN 239955)
- California Court of Appeal, Third Appellate District, certified in 2006
- United States District Court for the Eastern District of California, certified in 2006

#### EMPLOYER DATES AND NAMES

- Environmental Justice Coalition for Water (EJCW), Executive Director/Managing Attorney, 2012 - Present
- Capital Region Organizing Project, Co-founder, 2011 – 2012
- Legal Services of Northern California, Staff Attorney, 2005 – 2012

#### PRIOR WORK EXPERIENCE

##### **Salinas Valley Disadvantaged Community Drinking Water and Wastewater Pilot Planning Project**

**Client:** Greater Monterey County Integrated Regional Water Management Planning Group

**Role/Responsibilities:** Colin was Project Director, co-lead organizer. Colin built a core project team consisting of his then-local Salinas Valley staffers, the GMC RWMG coordinator, a local engineering firm, Rural Community Assistance Corporation (RCAC), and the San Jerardo Cooperative, a farmworker housing cooperative with a decades-long history of overcoming water contamination and supply challenges. In 2014, the California Legislature and Governor's office included an initial \$500,000 in the Budget Act for the Greater Monterey County (GMC) Regional Water Management Group (RWMG) to conduct a Drinking Water and Wastewater Pilot Planning Project. The project conducted an initial needs assessment by collecting existing public and private data, which were uploaded to a database where they could be mapped and analyzed. Those mapped data literally provided a roadmap for where field staff conducted direct community outreach and surveys, thereafter. Affected communities were engaged from the very beginning in both the local components of the project, i.e., identifying local problems and potential solutions, and in the regional elements, i.e., participating in Technical Advisory Committee (TAC) meetings on a regular basis with other stakeholders from the regulatory and applied science fields.

##### **Rural Farmworker Community Drinking Water System Consolidation**

##### **and Lateral Line Extension Project**

**Client:** Funded by Monterey County Community Development Block Grant

## ATTACHMENT A - RESUMES

**Role/Responsibilities:** Colin was Project Director. Monterey County hosts scores of rural, small water systems and well-dependent settlements. This project, costing approx. \$775k over two years, will subsidize the cost to eligible low-income households of building private lateral plumbing to expand access to safe, clean, affordable drinking water through consolidation with neighboring systems. This project followed from the needs and risk assessment conducted in the aforementioned pilot planning project.

### **Morrison Creek Revitalization Project**

**Client:** Avondale Glen Elder Neighborhood Association

**Role/Responsibilities:** Colin was Project Director. The Morrison Creek Revitalization Project seeks to transform a mile of this Southeast Sacramento waterway from a fenced storm water channel into a neighborhood asset. By reshaping the creek channel, planting native vegetation, and installing paths for bicycles and pedestrians, the project will create a neighborhood spot for recreation, education, and relaxation while safely connecting residents to nearby schools and parks and maintaining the creek's flood protection function. A major purpose of the project is to increase access to and community stewardship of Morrison Creek in the Avondale, Glen Elder, and Southeast Village neighborhoods by strengthening residents' deep roots and commitment to diversity through extensive community involvement in the project's design and implementation. Community residents have also provided input to the project through listening sessions and visioning exercises. As an important component of the Creek's revitalization, the project aims to tackle serious environmental justice issues that are also urban problems in these neighborhoods like homeless encampments, illegal dumping, physical violence, and lack of access to safe spaces to be outdoors and exercise. The engineering and environmental design phase, for which this grant was given, will culminate in a construction funding application in September 2019.

## ATTACHMENT A - RESUMES



### JARED LEE

#### SR. GRANT MANAGER



#### QUALIFICATIONS

- Over 11 years of disaster recovery experience
- Experienced managing multiple recovery projects simultaneously
- Worked on State of Louisiana's Action Plan and amendments to HUD for Disaster Recovery Programs

#### EDUCATION AND TRAINING

- B.A. Anthropology, minor in Sociology, 2006  
Tulane University  
New Orleans, LA

#### REGISTRATIONS/CERTIFICATIONS

- National Development Council – Economic Development Finance Professional (EDFP)

#### EMPLOYER DATES AND NAMES

- GCR Inc, Senior Technical Advisor, July 2019
- State of Louisiana, Division of Administration Office of Community Development-Disaster Recovery Unit, Disaster Recovery Team Programs Manager; Team Lead – Infrastructure; Specialist – Infrastructure; Analyst – Homeowners, October 2012 – July 2019
- The Shaw Group, Community Development Compliance Specialist – Environmental & Infrastructure, June 2010 – September 2012

Jared Lee is a proficient Disaster Recovery professional who possesses over 11 years of experience working with recovery programs. Prior to his work with GCR, Jared served as Disaster Recovery Programs Manager with State of Louisiana, Division of Administration Office of Community Development-Disaster Recovery Unit (OCD-DRU) where he led a group of 11 project managers in providing CDBG-DR technical assistance and grants management guidance to over 50 unique grantees. He managed 15 disaster recovery programs with budgets ranging from \$10 million to over \$500 million and processed monthly expenditures at a rate of roughly \$6 - \$8 million per month. Utilizing self-imposed deadlines, Jared and his team provided the U.S. Housing and Urban Development (HUD) with creative mechanisms to begin closing out the remaining recovery programs under Hurricanes Katrina/Rita and Gustav/Ike by the end of 2022.

#### PRIOR WORK EXPERIENCE

##### Recovery Programs Manager

**Client:** State of Louisiana, Division of Administration Office of Community Development-Disaster Recovery Unit (OCD-DRU)

**Role:** Responsible for managing the design, implementation and supervision of all assigned economic and infrastructure recovery programs – this involves development of program guidelines and internal policies, resolution of complex, long-standing issues with grantees, oversight with ongoing status of program budget projections and expenditures, and approving requests for reimbursements and/or project/program applications or amendment.

**Reference:** Jeff Haley, Chief Operating Officer; 617 N. Third Street Baton Rouge, LA 70801; (225) 219-9600; jeff.haley@la.gov

##### Disaster Recovery Team Lead - Infrastructure

**Client:** State of Louisiana, Division of Administration Office of Community Development-Disaster Recovery Unit (OCD-DRU)

**Role/Responsibilities:** Responsible for monitoring the quantitative and qualitative performance of a team of four OCD-DRU project managers to ensure the continued success of assigned CDBG-DR Programs – this involves assisting the DR Manager in creating and maintaining records of allocations, obligations, budgets, projections and expenditures for all assigned programs and projects.

**Reference:** Jeff Haley, Chief Operating Officer; 617 N. Third Street Baton Rouge, LA 70801; (225) 219-9600; jeff.haley@la.gov

##### Disaster Recovery Specialist - Infrastructure

**Client:** State of Louisiana, Division of Administration Office of Community Development-Disaster Recovery Unit (OCD-DRU)

**Role/Responsibilities:** Tasked with managing infrastructure projects of assigned grantees, which includes reviewing and approving requests for payments on

## ATTACHMENT A - RESUMES

### EMPLOYER DATES AND NAMES (CONTINUED)

- Hammerman & Gainer, Inc.,  
Analyst – Eligibility & Benefit  
Determination, March 2009 – June  
2010
- ICF International, Team  
Lead/Subject Matter Expert

project invoices, reviewing project amendments for budget revisions or changes to the scope of work, and providing technical assistance to local officials in the form of verbal and written communiqué which cites applicable federal rules and regulations.  
**Reference:** Jeff Haley, Chief Operating Officer; 617 N. Third Street Baton Rouge, LA 70801; (225) 219-9600; jeff.haley@la.gov

### **Disaster Recovery Analyst - Homeowners**

**Client:** State of Louisiana, Division of Administration Office of Community Development-Disaster Recovery Unit (OCD-DRU)

**Role/Responsibilities:** Oversaw, monitored, and evaluated the administration of long-term housing and disaster housing programs to ensure compliance with state and federal regulations. Tasked to revise and implement housing recovery program policies and procedures regarding restrictive land covenants on grant recipients' properties – this included working with general counsel on preparing and reviewing legal documents as well as drafting policy and procedural clarification memorandums for review and execution by the OCD-DRU Director.

**Reference:** Jeff Haley, Chief Operating Officer; 617 N. Third Street Baton Rouge, LA 70801; (225) 219-9600; jeff.haley@la.gov

### **Community Development Compliance Specialist – Environmental & Infrastructure**

**Client:** The Shaw Group

**Role/Responsibilities:** Provided technical assistance regarding CDBG programs for housing and land activities (homeowner rehabilitation, home purchase, new construction, and other services) – this included coordinating processes with State officials to ensure that homeowners involved in multiple housing programs adhered to each programs' rules and regulations.

### **Analyst – Eligibility & Benefit Determination, The Road Home Program**

**Client:** Hammerman & Gainer, Inc.

**Role/Responsibilities:** Served as subject matter expert for administering and guiding policies and procedures with the Sold Home portion of the Road Home program – this task included establishing the original Standard Operating Procedures (SOP's) for the operations contractor to effectively process and fund Road Home applicants meeting these criteria.

### **Team Lead/Subject Matter Expert–Constituent Services, The Road Home Program**

**Client:** ICF International

**Role/Responsibilities:** Advised, directed, and supervised the day-to-day operation of a group of 15 – 20 caseworkers. Served as liaison and policy expert for all state and legislative offices' inquiries on escalated or high priority Road Home applications.



## ATTACHMENT A - RESUMES

DOUGLAS GANEY, MESM, CPG

### REGULATORY SME



HAGERTY

Mr. Douglas Ganey is an environmental scientist and planning professional skilled in geology, hydrology, and biology. Founder and Principal Scientist of Ganey Science, he leverages his broad scientific background to lead and manage complex environmental planning, design, management, and restoration projects. With extensive experience in environmental planning, including the National Environmental Policy Act (NEPA) and state equivalent environmental review processes, Mr. Ganey has expertise in Phase I and II environmental site assessments (ESAs), environmental permitting, geotechnical investigations, wetland and ecosystem restoration, biological field surveys, water quality studies, compliance, and emergency response. Recently, he has served as a Senior Environmental Planner, Evaluator, and Project Manager in numerous projects throughout the State of California. From managing the environmental planning of large-scale projects, conducting compliant ESAs, and preparing Environmental Impact Statements (EISs), Mr. Ganey has a successful track record of meeting the needs of the State of California.

### QUALIFICATIONS

- Hosted CEQA Intensive Seminar
- Conducted determination of environmental permits required to construct proposed projects at Alcatraz Island within the Golden Gate National Recreation Area
- Occupational Safety Health Agency (OSHA) training includes: Hazardous Waste Operations and Emergency Response, 8-hour Supervisor; 10-hour Construction Safety

### EDUCATION AND TRAINING

- Master of Environmental Science and Management (MESM), University of California at Santa Barbara
- Master of Science in Geosciences, University of Massachusetts Amherst
- Bachelor of Arts in Geology, Boston University
- Associate of Science in Microbiology, Sacramento City College
- Certified Professional Geologist (CPG)

### EMPLOYER DATES AND NAMES

- Ganey Science, Founding Principal, 2016 - Present
- Amec Foster Wheeler Environment and Infrastructure, Inc. (now Wood), Senior Environmental Scientist, 2016 - 2018

### RELEVANT PROJECT EXPERIENCE

#### Environmental Permitting

**Client:** SoCal Gas Pipeline – Los Angeles, CA

**Description:** Assisted in the evaluation of land use environmental permits required for a Southern California Gas Company (SoCal Gas) pipeline project (43-121) in Los Angeles. The evaluation included a review of City and County of Los Angeles requirements for grading and encroachment permits, as well as zoning and noise ordinances.

**Project Role:** Environmental Evaluator

**Project Dates:** 2016

**Reference:** Debrah Bishop, Vice President, D. Edwards, Inc., (714) 420-5064, debrah@dedwardsinc.com

#### Phase I Environmental Site Assessment

**Client:** Medical Office Building - Turton Commercial Real Estate

**Description:** Performed a Phase I ESA in accordance with American Society for Testing and Materials (ASTM) International Standard 1527-13 on a medical office.

**Project Role:** Environmental Planner

**Project Dates:** 2012

**Reference:** Ken Turton, Owner, Turton Commercial Real Estate, 916-468-0187, kenturton@turtoncom.com

#### Environmental Permitting

**Client:** SoCal Gas Pipeline – Kern County, CA

**Description:** Assisted in the evaluation of land use environmental permits. This evaluation included review of the Kern County General Plan and Zoning Ordinances with respect the plan to bury an approximately 80-foot long section of existing

## ATTACHMENT A - RESUMES

### EMPLOYER DATES AND NAMES (CONTINUED)

- Canadian consulting firm, Principal Scientist, 2014-2016
- Louis Berger, Principal Environmental Scientist, 2002-2014
- The IT Group (now McDermott), Project Hydrogeologist, 1997-2002
- Tighe & Bond, Inc., Hydrogeologist, Westfield, 1994-1997
- Rizzo Associates, Inc. (now Tetra Tech), Geologist, 1990-1994

natural gas pipeline. Evaluated the project within the context of the recently developed County permitting program for oil and gas development. Supported discussions with Kern County Planning Department personnel, which resulted in a not applicable determination with respect to oil and gas permitting.

**Project Role:** Environmental Evaluator

**Project Dates:** 2016

**Reference:** Debrah Bishop, Vice President, D. Edwards, Inc., (714) 420-5064, [debrah@dedwardsinc.com](mailto:debrah@dedwardsinc.com)

### **Environmental Impact Standards, Proposed Dumbarton Rail Corridor**

**Client:** San Mateo and Alameda Counties

**Description:** Conducted updated studies and report sections related to geology and soils, and hazardous materials (HazMat) for an EIS for the proposed Dumbarton Rail Corridor project on behalf of the San Mateo County Transit District (SamTrans).

**Project Role:** Project Manager

**Project Dates:** 2011 – 2012

**Reference:** Hilda Lafebre, San Mateo County Transit District, [lafebreh@samtrans.com](mailto:lafebreh@samtrans.com), (650) 508-6200

### **Fire Cleanup**

**Client:** United States Postal Service

**Description:** Managed response to a fire that destroyed the main post office. Response included management of contractors for the cleanup of the destroyed Post Office facility and field oversight of response activities.

**Project Role:** Response Planner

**Project Dates:** 2010

**Reference:** Patrick Langjeon, U.S. Postal Service, San Francisco P&DC, (800) 275-8777

### **Air Compliance Assistance, Diatomaceous Earth Mining Operation**

**Client:** Santa Barbara County, CA

**Description:** Provided air quality regulatory compliance assistance. Prepared air compliance plan updates, as required by the Authority to Construct (ATC) permit 15007. Assisted in the preparation of a Compliance Assurance Monitoring (CAM) Plan and a Baghouse Inspection and Maintenance (BH I&M) Plan.

**Project Role:** Environmental Planner

**Project Dates:** 2018

**Reference:** Bruce Coggin, Red Door Safety LLC, (805) 742-6804, [2006Moty@gmail.com](mailto:2006Moty@gmail.com)

### **National Environmental Policy Act Environmental Impact Statements, Presidio of Monterey Real Property Master Plan**

**Client:** Presidio of Monterey – Monterey, CA

**Description:** Managed the preparation of a NEPA Final EIS from an existing draft EIS on the United States (US) Army's Presidio of Monterey Real Property Master Plan. Prepared response to comments received on draft EIS, including management of additional analysis required to respond to comments from government agencies and the public and to finalize the EIS. Conducted detailed response to comments and analysis in the areas of stormwater and water

## ATTACHMENT A - RESUMES

quality, soil and geology, and energy use. Other tasks included meetings with public agencies, and management of revisions to and compilation of the final EIS.

**Project Role:** Project Manager

**Project Dates:** 2011 to 2013

**Reference:** Lenore Grover-Bullington, US Forest Service, (928) 443-8000, lenoregb@hotmail.com

### **Angeles National Forest Plains All American Pipeline**

**Client:** Plains All-American Pipeline

**Description:** Managed a variety of environmental operations for Plains All American Pipeline on its pipeline corridor from the oil fields of the Southern San Joaquin Valley across the mountains of the Angeles National Forest into the refineries at Long Beach. Support required environmental permitting, geotechnical investigation, California Environmental Quality Act (CEQA)/NEPA compliance, biological and archaeological surveys/monitoring, and ecological restoration. Provided client coordination, contract and project management, staffing, and quality control review of program documents.

**Project Role:** Client Manager

**Project Dates:** 2014 to 2015

**Reference:** John Dang, Phillips 66, jkrisengr@yahoo.com, (310) 834-5264

### **United States Army 2020 Force Structure Realignment Supplemental Programmatic Environmental Assessment**

**Client:** United States Army 2020 Force Structure Realignment

**Description:** Served as technical lead for HazMat, supporting the headquarters of the US in the management and preparation of a Supplemental Programmatic Environmental Assessment (SPEA) for the Army 2020 Force Structure Realignment. Evaluated the potential direct, indirect, and cumulative environmental and socio-economic impacts of stationing realignments at 30 Army and Joint Basing installations within the US, including nine that were not previously analyzed for force reductions in 2013.

**Project Role:** HazMat Technical Lead

**Project Dates:** 2014

**Reference:** Spence Smith, Louis Berger, ssmith@louisberger.com, (401) 521-5980





## ATTACHMENT A - RESUMES

### RANDALL MULLEN

#### REGULATORY SME



Randal Mullen has over 25 years of experience advising organizations on inner city and rural development. He provides a wide range of services covering community planning, housing development, economic development, public services and grant administration. He has assisted cities, counties and states address a wide range of grants management issues as well as delivered technical assistance for the U.S. Department of HUD related to financial and grants management. He has also pioneered early development of the eConPlan suite as an integrated platform for grant planning, implementation and reporting. He led the preparation of CDBG-specific guidance and updated the IDIS manual for CDBG Entitlement Communities in support of HUD following issuance of the 2014 memorandum. Mr. Mullen previously gained experience by directing top rated community development agencies across the country.

#### QUALIFICATIONS

- Over 25 years of experience managing complex projects and programs.

#### EDUCATION AND TRAINING

- MPA Urban Affairs, American University
- BA Political Science, University of Missouri

#### EMPLOYER DATES AND NAMES

- TDA Consulting, Inc., Vice-President 2009-Present, Senior Project Manager 1999-2009
- RDM & Associates, Principal 1993-1999
- City of Portland, Director of Housing, 1990-1992
- Greenville SC Redevelopment Authority, Executive Director, 1986-1990
- City of Memphis, Assistant Director, Housing & Community Development, 1977-1986
- City of Rockville, Community Development Program Administrator 1977-1977

#### RELEVANT PROJECT EXPERIENCE

##### **Puerto Rico Capacity Building**

**Client:** U.S. Department of Housing and Urban Development on behalf of the Commonwealth of Puerto Rico

**Description:** Following Hurricane Maria and prior to initial CDBG-DR allocation, TDA was tasked by HUD as part of a team to provide comprehensive assistance to the Commonwealth in planning for their recovery, designing programs and ensuring that the Commonwealth had sufficient administrative and financial capacity to oversee their future funding. TDA worked with the Commonwealth on various aspects of the Financial Certifications and Implementation Plan submission, including their procurement guide, initial staffing estimates and an onboarding and training approach. Following submission assistance pivoted to program design, and TDA assisted in the development of program guidelines for a variety of their housing and planning programs and is currently providing ongoing support and training for new staff.

**Project Role:** Randall serves as TDA's subject matter expert on program design and compliance on this project, working directly with the Commonwealth and team to align the vision to the regulatory provisions.

**Project Dates:** March 2018 - current

**Reference:** Tennille Parker, U.S. Department of Housing and Urban Development, 451 7th Street, SW

Washington, DC 20410 [Tennille.S.Parker@hud.gov](mailto:Tennille.S.Parker@hud.gov) (202) 402-4649

##### **Moore, Oklahoma Infrastructure Recovery and Improvement Plan**

**Client:** City of Moore, Oklahoma

**Description:** TDA in partnership with Cardinal Engineering, provided project management and development services for the City of Moore's Infrastructure

Recovery and Improvement Plan (IRIP). This plan was prepared to assist the City of Moore in the administration of Community Development Block Grant (Disaster Recovery) funds in the wake of the May 20, 2013 Tornado. The IRIP

## ATTACHMENT A - RESUMES

evaluated infrastructure such as storm water, streets, sidewalks, water and sewer to assess damages resulting from the 2013 tornado. A robust methodology was developed to evaluate and prioritize potential projects in the tornado stricken areas. A number of public meetings were also held to gain residents' vision for their neighborhoods, as well as walkability workshops. An online Visual Preference Survey was conducted to learn residents' preferences for how the area rebuilds and what certain elements of the public realm will look like. TDA identified infrastructure improvements and resiliency efforts eligible for CDBG-DR funding totaling more than \$150 million. TDA also advised the City on a required CDBG-DR Action Plan Amendment, including conformance to Federal Regulations.

**Project Role:** Randall served as TDA's project director on this engagement, leading the efforts of the team, coordinating with the staff and elected leadership and providing coordination with our partners.

**Project Dates:** May 2013 – April 2014 and July 2014 – September 2015

**Reference:** Elizabeth Jones, City of Moore, 301 N Broadway Ave, Moore, OK 73160, [ejones@cityofmoore.com](mailto:ejones@cityofmoore.com), (405) 793-5053

### State of Oklahoma Unmet Needs Assessment

**Client:** U.S. Department of Housing and Urban Development on behalf of the State of Oklahoma

**Description:** In May 2013 TDA was assigned by the Department of Housing and Urban Development (HUD) to provide technical assistance to the City of Moore and the State of Oklahoma in the wake of recent tornado events. TDA assisted the State (as well as the City) with the damage assessment that led to the award of \$93.7 million in grants from the Department of Housing and Urban Development ("HUD") Community Development Block Grant for Disaster Recovery ("CDBG-DR"). TDA's technical assistance was focused in two phases. TDA worked with the grantees to develop programs of immediate need that would be funded through existing CDBG funding, and assisted in preparing an Action Plan for eventual CDBG-DR funding. TDA assisted in determining Unmet Need (including a Damage Assessment) and identified resources to assist in disaster recovery, particularly infrastructure improvements. TDA developed a Ramp Up/Early Launch strategy to identify funding priorities, allocation methods and program design. TDA also developed techniques to manage program implementation and monitoring as well as guided the preparation of a Certification Package for the award of CDBG-DR funding. TDA also assisted in developing a Housing Assistance Program that expanded housing rehabilitation efforts to install storm shelters and safe rooms in SFRs, and the removal of storm debris from damaged properties and nearby creeks and streams. This assistance included design features to serve the City of Moore.

**Project Role:** Randall served as TDA's lead on this project for the development of the early launch strategy and coordination between the state and their impacted communities.

**Project Dates:** May 2013 – April 2014

**Reference:** Scott Meyers, Oklahoma Department of Commerce, 900 N. Stiles Ave., Oklahoma City, OK 73104  
[scott.meyers@okcommerce.gov](mailto:scott.meyers@okcommerce.gov) (405) 815-6552

## ATTACHMENT A - RESUMES



Philip Betito

### SR. GRANT MANAGER



HAGERTY

Philip Betito is an experienced financial manager and emergency management professional. Philip has extensive experience improving financial management practices, including ensuring prompt and accurate vendor payment and tracking disbursements. In his career, he has recouped more than \$14 million in fraudulent and/or unsubstantiated vendor charges, and has processed more than \$180 million in vendor disbursements from Community Development Block Grant (CDBG-DR) funds. Philip brings a background in legal compliance to this work.

Philip specializes in emergency management and recovery programs, particularly CDBG-DR. On behalf of the US Virgin Islands Housing Finance Authority, Philip coordinated CDBG-DR funds to provide grant matching for FEMA programs. He has also worked within the New York State (NYS) Governor's Office of Storm Recovery (GOSR) to advise on disbursement and financial management of CDBG-DR funds.

### RELEVANT PROJECT EXPERIENCE

#### Community Development Block Grant (CDBG) Subject Matter Expertise and Consulting Support

**Client:** Virgin Islands Housing Finance Authority, through Witt O'Brien's

**Description:** Since June of 2018, Philip has been providing program planning for Hurricane Irma and Maria recovery. Philip is responsible for coordination of HUD and FEMA funding streams, and tracking federally-obligated funding to Public Assistance, Individual Assistance, and Hazard Mitigation projects to calculate the territory's unmet need to be fulfilled using HUD CDBG-DR grant funding. Philip has conducted research and provided recommendations on project funding/prioritization for housing, infrastructure, and economic revitalization initiatives, and assisted in the development of the program's financial management, compliance, and programmatic policies.

**Project Role:** Consultant/CDBG-DR Subject Matter Expert

**Project Dates:** June 2018-Present

**Reference:** Norberto Duenas, Associate Managing Director; Witt O'Brien's; nduenas@wittobriens.com; (408) 839-9671

#### New York State Governor's Office of Storm Recovery

**Client:** Winsor Consult Group

**Description:** In this role with Winsor Consult Group, Philip supported Hurricane Sandy Recovery. Philip conducted ongoing risk control analyses of the client's budget monitoring report, and consulted with impacted program areas to address budget and compliance risks. Specific to CDBG-DR duties, Philip assisted in the development/implementation of CDBG-DR financial disbursement procedures, maintained performance metrics register to address underperforming areas detrimental to operations, and provided strategic advice

surrounding remediation activities on restrictions/conditions leading to programmatic bottlenecks. Philip also enhanced existing processes through conducting comprehensive Quality Assurance/Quality Control (QA/QC) reviews.

### QUALIFICATIONS

- Processed over \$180 million in disbursements drawn down from CDBG-DR funds from 2015-2017.
- Authored the Unmet Needs/Match Funding sections of the USVI's 4-Tranche AP approved by HUD for \$1.8 billion.

### EDUCATION AND TRAINING

- Master of Science, Enterprise Risk Management, 2017  
Columbia University
- Master of Science, Public Administration, Fiscal Policy Analysis, 2013  
John Jay College (CUNY)
- Bachelor of Science, Political Science and Government, 2007  
John Jay College (CUNY)

### EMPLOYER DATES AND NAMES

- Hagerty Consulting, Inc  
Consultant  
2019-Present
- Witt O'Brien's  
Consultant, CDBG-DR Program Specialist  
2018-2019
- Winsor Consult Group  
CDBG-DR Financial Controls Manager  
2015-2018
- Eltman, Eltman and Cooper  
Risk and Compliance Associate  
2012-2015
- Rivkin Radler LLP  
Paralegal  
2008-2012

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**Project Role:** Consultant, Budget Compliance

**Project Dates:** January 2015-May 2018

**Reference:** James Sohn; Principal; Winsor Consult Group; james.sohn@winsorconsult.com; (510) 910-1265

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### MADELINE FRASER COOK

SR. GRANT MANAGER



Madeline Fraser Cook, TDA Senior Consultant, is a national expert in providing technical assistance to community-based organizations on a variety of housing and community development topics. She specializes on green design and sustainable community development techniques. She is a LEED accredited professional and has extensive experience with incorporating smart growth strategies into community development plans with an emphasis on equity issues. She also has experience in community process and issue-based organizing related to neighborhood planning as well as non-profit fundraising, organizational networking, and information dissemination. In addition, Ms. Fraser Cook has extensive experience working with community-based organizations on engagement processes that ensure active, meaningful involvement from community members.

#### RELEVANT PROJECT EXPERIENCE

##### **Puerto Rico Capacity Building**

**Client:** U.S. Department of Housing and Urban Development on behalf of the Commonwealth of Puerto Rico

**Description:** Following Hurricane Maria and prior to initial CDBG-DR allocation, TDA was tasked by HUD as part of a team to provide comprehensive assistance to the Commonwealth in planning for their recovery, designing programs and ensuring that the Commonwealth had sufficient administrative and financial capacity to oversee their future funding. TDA worked with the Commonwealth on various aspects of the Financial Certifications and Implementation Plan submission, including their procurement guide, initial staffing estimates and an onboarding and training approach. Following submission assistance pivoted to program design, and TDA assisted in the development of program guidelines for a variety of their housing and planning programs and is currently providing ongoing support and training for new staff.

**Project Role:** Madeline serves as TDA's lead for stakeholder consultation requirements and subrecipient training. She is also a subject matter expert on the procurement team.

**Project Dates:** March 2018 - current

**Reference:** Tennille Parker, U.S. Department of Housing and Urban Development, 451 7th Street, SW

Washington, DC 20410 [Tennille.S.Parker@hud.gov](mailto:Tennille.S.Parker@hud.gov) (202) 402-4649

##### **New York Rising Acquisition for Redevelopment for New York City**

**Client:** Capital Access, Inc.

**Description:** In June 2014, after a national procurement the New York State Governor's Office of Storm Recovery awarded Capital Access a contract to provide program management services for the \$80 million Acquisition for Redevelopment

program (AfR) in the NYC boroughs. The AfR program served owners of properties that Super Storm Sandy substantially damaged and that do not have the means or interest to repair and rebuild. TDA assisted with the initial program design,

#### QUALIFICATIONS

- Over 25 years of experience managing complex projects and programs.

#### EDUCATION AND TRAINING

- MD Planning, Massachusetts Institute of Technology, HUD Fellow
- B.A. Swarthmore College, PA

#### CERTIFICATIONS

- Leadership in Energy and Environmental Design (LEED) Accredited Professional
- Fluent Spanish

#### EMPLOYER DATES AND NAMES

- TDA Consulting, Inc.  
Senior Consultant  
2012 to Present
- Green Development Center  
Program Director  
2008 -2012
- New Ecology  
Vice President 2004 to 2008  
Director 2001 – 2004
- ABT Associates  
Analyst  
2000 - 2001

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policies and procedures, staffing, protocols, document templates and management systems to get AfR operational. During implementation we served as VOB/DOB subject matter experts and oversaw all relocation related matters.

**Project Role:** Madeline served on TDA's VOB/DOB team on this engagement and as a subject matter expert on resilience.

**Project Dates:** June 2014-September 2015

**Reference:** Rebecca Sinclair, formerly Director of Acquisition Buyout Program, 40 Lincoln Avenue, Massapequa, NY 11762, rebeccabrownell@yahoo.com, (646) 345-1611

### **Moore, Oklahoma Infrastructure Recovery and Improvement Plan**

**Client:** City of Moore, Oklahoma

**Description:** TDA in partnership with Cardinal Engineering, provided project management and development services for the City of Moore's Infrastructure Recovery and Improvement Plan (IRIP). This plan was prepared to assist the City of Moore in the administration of Community Development Block Grant (Disaster Recovery) funds in the wake of the May 20, 2013 Tornado. The IRIP evaluated infrastructure such as storm water, streets, sidewalks, water and sewer to assess damages resulting from the 2013 tornado. A robust methodology was developed to evaluate and prioritize potential projects in the tornado stricken areas. A number of public meetings were also held to gain residents' vision for their neighborhoods, as well as walkability workshops. An online Visual Preference Survey was conducted to learn residents' preferences for how the area rebuilds and what certain elements of the public realm will look like. TDA identified infrastructure improvements and resiliency efforts eligible for CDBG-DR funding totaling more than \$150 million. TDA also advised the City on a required CDBG-DR Action Plan Amendment, including conformance to Federal Regulations.

**Project Role:** Madeline served as TDA's subject matter expert on resilience and public participation for this engagement.

**Project Dates:** May 2013 – April 2014 and July 2014 – September 2015

**Reference:** Elizabeth Jones, City of Moore, 301 N Broadway Ave, Moore, OK 73160, [ejones@cityofmoore.com](mailto:ejones@cityofmoore.com), (405) 793-5053



## ATTACHMENT A - RESUMES



### Rudy E. Muñoz

#### REGULATORY SME

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Rudy Muñoz serves as the President and founder of MDG Associates, Inc. Over the past 28 years, he has assisted cities and counties with the design, administration, and implementation of their HUD-funded CPD Programs. These include but are not limited to the Community Development Block Grant (CDBG), Neighborhood Stabilization Program (NSP) and Community Development Block Grant – Disaster Recovery (CDBG-DR) programs.

Rudy works with government agencies on the development of implementation strategies and tools that facilitate the management of their programs; developing HUD mandated policies and procedures for the implementation and oversight of various CPD Programs and activities funded under these programs. He has been involved in HUD Disaster Recovery Programs since the 1994 Northridge Earthquake, where he directed the rehabilitation of over 300 homes for two cities in Los Angeles County.

Rudy works as a subcontractor to several national Technical Assistance (TA) providers through HUD's Community Compass initiatives. He has provided classroom training on behalf of HUD including Basically CDBG, Assessment of Fair Housing (AFH), CPD Maps, eCon Planning Suite, and Disaster Recovery Grant Reporting (DRGR) system. Because of his fluency in Spanish, he has also provided all of the aforementioned training in Spanish for the Commonwealth of Puerto Rico and its municipalities.

#### RELEVANT PROJECT EXPERIENCE

##### City of Houston CDBG – Disaster Recovery Pre-Award Technical Assistance

**Client:** City of Houston via U.S. Department of Housing and Urban Development

**Description:** The U.S. Department of Housing and Urban Development (HUD) allocated \$5.02 billion in Community Development Block Grant – Disaster Recovery (CDBG-DR) funding to the State of Texas in response to Hurricane Harvey that occurred August 2017. The City of Houston was identified as a "most impacted and distressed" area and was allocated a direct allocation of \$1.15 billion from the State's CDBG-DR allocation. Shortly after the funding announcement, HUD sent a TA team that consisted of the prime contractor and subcontractors that included MDG staff to assist the City in the pre-award functions of the grant. Specific tasks included strengthening community engagement by expanding meaningful participation by the entire community to include; working with the City in assessing their current capacity and identifying

#### QUALIFICATIONS

- Over 33 Years of experience administering HUD funded grants for cities and counties
- Over 30 years of experience developing and implementing housing rehabilitation programs utilizing local, state and federal funds.
- Provides technical assistance to state and local governments on behalf of HUD on regulatory compliance and grants management best practices

#### EDUCATION AND TRAINING

- Bachelor of Architecture, 1985
- California Polytechnic University, Pomona

#### CERTIFICATIONS

- Certified HOME Program Regulations
- California Gen. Contractor (# 681042)
- ICBO Earthquake Retrofit - Wood Frame Certification
- Fluent in Spanish

#### EMPLOYER DATES AND NAMES

- MDG Associates, Inc.  
President  
1991 – Present
- City of Huntington Park  
Asst. Director of Community Development; 1988-1991
- City of Montclair  
Associate Planner  
1986-1988

the additional capacity needed to launch and implement a disaster recovery program; assisting in drafting and publishing the CDBG-DR Local Action Plan Amendment based on the unmet needs analysis and informed by the community



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engagement process; advising on program design and best practices relating (but not limited) to small rental programs, homeowner rehabilitation programs, single family development programs, public service activities, and economic revitalization activities; reviewing existing procurement policies and procedures and assist in drafting a compliant process and documents; and providing Section 3 training to staff. Clint is currently providing TA to assist Houston and its development partners to achieve the City's groundbreaking "Build Better Program" that is focused on reaching the City's aggressive workforce development and worker protections goals through implementation of the CDBG-DR programs.

**Project Role:** Rudy served as the TA team lead for the development of the CDBG-DR Local Action Plan and the development of new procurement policies associated with the Homeowner Assistance Program. Rudy provided TA support in the development of the Capacity Assessment for the City.

**Project Dates:** April 2018 - Present

**Reference:** Tom McCasland, Director; 2100 Travis Street, 9th Floor, Houston, TX 77002; Tom.McCasland@houstontx.gov; (832) 394-6282

### Harris County CDBG – Disaster Recovery Pre-Award Technical Assistance

**Client:** Harris County via U.S. Department of Housing and Urban Development

**Description:** The U.S. Department of Housing and Urban Development (HUD) allocated \$5.02 billion in Community Development Block Grant – Disaster Recovery (CDBG-DR) funding to the State of Texas in response to Hurricane Harvey that occurred August 2017. Harris County was identified as a "most impacted and distressed" area and was allocated a direct allocation of \$1.1 billion from the State's CDBG-DR allocation. Shortly after the funding announcement, HUD sent a TA team that consisted of the prime contractor and subcontractors that included MDG staff to assist the City in the pre-award functions of the grant. Specific tasks included strengthening community engagement by expanding meaningful participation by the entire community to include; working with the County in assessing their current capacity and identifying the additional capacity needed to launch and implement a disaster recovery program; assisting in drafting and publishing the CDBG-DR Local Action Plan Amendment based on the unmet needs analysis and informed by the community engagement process; advising on program design and best practices relating (but not limited) to buyout program, rental program, homeowner rehabilitation programs, and single family development programs; and working with staff on the development of a customized grants management software program to track projects, budgets, and accomplishments for reporting to Texas GLO and the Disaster Recovery Grant Reporting (DRGR) system.

**Project Role:** Rudy served as the TA team lead for the development of the CDBG-DR Local Action Plan and provided TA support in the development of the Capacity Assessment for the City.

**Project Dates:** April 2018 – December 2018

**Reference:** Daphne Lemelle, Executive Director; 8410 Lantern Point Drive, Houston, TX 77054; Daphne.lemelle@csd.hctx.net; (832) 927-4770

### Puerto Rico CDBG-DR Pre-Award Disaster Recovery Technical Assistance

**Client:** Puerto Rico via U.S. Department of Housing and Urban Development

**Description:** The U.S. Department of Housing and Urban Development (HUD) allocated \$1.5 billion in initial Community Development Block Grant – Disaster Recovery (CDBG-DR) funding to the Commonwealth of Puerto Rico in response to the devastation resulting from Hurricane Maria that occurred September 2017. The Commonwealth received a second tranche of 8.2 billion. MDG was a subconsultant for the TA team assigned by HUD to assist the Commonwealth with their capacity assessment and Action Plan process. The work included assessing the capacity of 20+ Municipios to determine the viability of partnering with local governments in the planning and implementation of the Commonwealth's CDBG-DR programs and developing training programs in English and in Spanish to build local capacity to administer CDBG-DR in compliance with Federal cross-cutting requirements such as the uniform administrative requirements, National Environmental Policy Act (NEPA) program and project-level reviews, Section 106 reviews, Davis-Bacon, and Section 3.

**Project Role:** Rudy served as a team member for the TA assignment. His role included reviewing the Action Plan data input into the Disaster Recovery Grant Reporting (DRGR) system and assisting in the preparation of presentation materials for the Subrecipient Management Training. Rudy recently assisted in the desk monitoring of the R3 Program (Home Repair, Reconstruction, or Relocation Program) policies and procedures.

**Project Dates:** April 2018 – December 2018



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**Reference:** Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division OBGA, HUD; 451 7th Street, SW, Washington DC 20410; Tennille.S.Parker@hud.gov;

### **Hurricane Harvey CDBG-DR**

**Client:** City of Houston via U.S. Department of Housing and Urban Development

**Description:** The U.S. Department of Housing and Urban Development (HUD) allocated \$5.02 billion in Community Development Block Grant – Disaster Recovery (CDBG-DR) funding to the State of Texas in response to Hurricane Harvey that occurred August 2017. The City of Houston was identified as a “most impacted and distressed” area and was allocated a direct allocation of \$1.15 billion from the State’s CDBG-DR allocation. Shortly after the funding announcement, HUD sent a TA team that consisted of the prime contractor and subcontractors that included MDG staff to assist the City in the pre-award functions of the grant. Specific tasks included strengthening community engagement by expanding meaningful participation by the entire community to include; working with the City in assessing their current capacity and identifying the additional capacity needed to launch and implement a disaster recovery program; assisting in drafting and publishing the CDBG-DR Local Action Plan Amendment based on the unmet needs analysis and informed by the community engagement process; advising on program design and best practices relating (but not limited) to small rental programs, homeowner rehabilitation programs, single family development programs, public service activities, and economic revitalization activities; reviewing existing procurement policies and procedures and assist in drafting a compliant process and documents; and providing Section 3 training to staff.

**Project Role:** Rudy is currently providing TA to assist Houston in implementing procedures for opportunities to expedite the Homeowner Assistance Program procedures and to make the program more efficient.

**Project Dates:** April 2018 - Present

**Reference:** Tom McCasland, Director; 2100 Travis Street, 9th Floor, Houston, TX 77002; Tom.McCasland@houstontx.gov; (832) 394-6282

### **Harris County CDBG-DR Pre-Award Disaster Recovery Technical Assistance**

**Client:** Harris County via U.S. Department of Housing and Urban Development

**Description:** The U.S. Department of Housing and Urban Development (HUD) allocated \$5.02 billion in Community Development Block Grant – Disaster Recovery (CDBG-DR) funding to the State of Texas in response to Hurricane Harvey that occurred August 2017. Harris County was identified as a “most impacted and distressed” area and was allocated a direct allocation of \$1.1 billion from the State’s CDBG-DR allocation. Shortly after the funding announcement, HUD sent a TA team that consisted of the prime contractor and subcontractors that included MDG staff to assist the City in the pre-award functions of the grant. Specific tasks included strengthening community engagement by expanding meaningful participation by the entire community to include; working with the County in assessing their current capacity and identifying the additional capacity needed to launch and implement a disaster recovery program; assisting in drafting and publishing the CDBG-DR Local Action Plan Amendment based on the unmet needs analysis and informed by the community engagement process; advising on program design and best practices relating (but not limited) to buyout program, rental program, homeowner rehabilitation programs, and single family development programs; and working with staff on the development of a customized grants management software program to track projects, budgets, and accomplishments for reporting to Texas GLO and the Disaster Recovery Grant Reporting (DRGR) system.

**Project Role:** TA Lead

**Project Dates:** April 2018 – December 2018

**Reference:** Daphne Lemelle, Executive Director; 8410 Lantern Point Drive, Houston, TX 77054; Daphne.lemelle@csd.hctx.net; (832) 927-4770

### **Puerto Rico CDBG-DR Pre-Award Disaster Recovery Technical Assistance**

**Client:** Puerto Rico via U.S. Department of Housing and Urban Development

**Description:** The U.S. Department of Housing and Urban Development (HUD) allocated \$1.5 billion in initial Community Development Block Grant – Disaster Recovery (CDBG-DR) funding to the Commonwealth of Puerto Rico in response to the devastation resulting from Hurricane Maria that occurred September 2017. The Commonwealth received a second tranche of 8.2 billion. MDG was a subconsultant for the TA team assigned by HUD to assist the Commonwealth with their pre-award disaster recovery process. The work included assessing the capacity of 20+ Municipios to determine the viability of

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partnering with local governments in the planning and implementation of the Commonwealth's CDBG-DR programs and developing training programs in English and in Spanish to build local capacity to administer CDBG-DR in compliance with Federal cross-cutting requirements such as the uniform administrative requirements, National Environmental Policy Act (NEPA) program and project-level reviews, Section 106 reviews, Davis-Bacon, and Section 3.

**Project Role:** TA Lead

**Project Dates:** April 2018 – Present

**Reference:** Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division OBGA, HUD; 451 7th Street, SW, Washington DC 20410; [Tennille.S.Parker@hud.gov](mailto:Tennille.S.Parker@hud.gov);



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### Jaimie Portelle, SR. GRANT MANAGER



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

Recently, Jaimie served as sole project manager for Boulder County's Temporary Rental Assistance and Uniform Relocation Act programs from July 2014 to December 2018. In this role, she tracked budgets, approved and processed payments to vendors, maintained file documentation and determined ongoing eligibility. Jaimie has fostered positive working relationships with County Commissioners, Department Heads, community partners, and state and federal grantors.

#### QUALIFICATIONS

- Monitored more than \$14 million in grants across several programs.
- Experience coordinating with government and community stakeholders to determine cost-effective, long-term solutions.
- Experience troubleshooting and managing complex processes.

#### EDUCATION AND TRAINING

- Bachelor of Arts, Political Science, 2014
- Mary Baldwin College

#### EMPLOYER DATES AND NAMES

- Hagerty Consulting, Inc.  
Managing Associate  
2019-Present
- Boulder County, CO, Board of Commissioners  
Intergovernmental Program Coordinator; Flood Recovery Specialist  
2017-2019
- Boulder County, CO, Department of Housing and Human Services  
Flood Recovery Program Assistant  
2014-2017
- Louisa County, VA, Department of Human Services  
Benefit Programs Specialist III  
2012-2014

#### RELEVANT PROJECT EXPERIENCE

##### Boulder County Flood Recovery

**Client:** Boulder County Commissioners' Office

**Description:** Jaimie administered multiple aspects of Boulder County, Colorado's recovery from destructive 2013 floods. From 2014-2018, she served as sole project manager for the Temporary Rental Assistance and Uniform Relocation Act Programs. In this role, she tracked budgets, approved and processed payments to vendors, maintained file documentation, and determined ongoing eligibility. Her financial management work also included tracking and monitoring a \$12 million CDBG-DR Housing Assistance Program budget. She played a significant programmatic role supporting the County's Unmet Needs Assessment, determining assistance eligibility for more than 500 applicants, and planning long-term housing needs. She also reviewed and evaluated over 150 projects for compliance with CDBG-DR federal regulations, developed appropriate project documentation, and ensured accurate implementation. She coordinated with state and local partners on housing project eligibility and viability.

**Project Role:** Flood Recovery Specialist.

**Project Dates:** July 2014-July 2019

**Reference:** Kate Williams, Program Manager, (305) 484-2432, [kwilliams@bouldercounty.org](mailto:kwilliams@bouldercounty.org)

##### Louisa County Department of Human Services

**Client:** Louisa County, Virginia

**Description:** Jaime served as a unit team lead ensuring efficient and punctual case work, evaluating cases for accuracy and authorizing SNAP and Medicaid benefits in compliance with federal regulations. She led team meetings providing policy changes, delegated work, provided technical support to staff, and served as the point of contact for any conflicts. She maintained caseload of 75+ cases while serving as team lead, agency liaison; provided monthly reports to department

Director.

**Project Role:** Benefit Program Specialist III

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**Project Dates:** January 2012-June 2014

**Reference:** Janice Allen, Director, (540) 967-1320, Janice.Allen@dss.virginia.gov



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Christopher Delgado  
SR. GRANT MANAGER



Christopher Delgado is an emergency management professional with extensive experience working with Public Assistance (PA) grants and fund management from the Federal Emergency Management Agency (FEMA). Christopher has particular subject matter expertise in the United States (US) Department of Housing and Urban Development (HUD) Community Development Block Grant – Disaster Recovery (CDBG-DR) program.

Christopher has provided financial management for multi-billion-dollar grants, managed projects, developed key performance indicators (KPIs) related to budget accuracy, and trained staff, vendors, and grant subrecipients. He has developed project worksheets (PWs) and performed extensive policy and fiscal analysis surrounding grant and project management.

### QUALIFICATIONS

- Five years of experience as an emergency management and financial professional.
- Experience managing and complying with federal grant programs.
- Experience developing complex financial management systems to support recovery.

### EDUCATION AND TRAINING

- Master of Science, Finance, 2016  
Pace University
- Bachelor of Arts, Philosophy, 2007  
Rutgers University

### EMPLOYER DATES AND NAMES

- Hagerty Consulting Inc.  
Recovery Consultant  
2019-Present
- Witt O'Brien's  
Subject Matter Expert  
2018-2019
- Winsor Consult Group  
CDBG-DR Finance Manager  
2014-2018
- Saint Barnabas Medical Center  
Business Support Analyst  
2013-2014
- PMSI Direct Marketing  
Data Analyst  
2005-2013

### RELEVANT PROJECT EXPERIENCE

#### New York City Hurricane Sandy Recovery

**Client:** New York City Office of Management and Budget

**Description:** Christopher provides fiscal analysis on the \$9.8B grant awarded for FEMA Public Assistance funding and has helped successfully increase reimbursements dollars to city agencies. Chris collects, analyzes, organizes and summarizes financial data and performs extensive reviews of financial documentation including, but not limited to, grants, A/R & A/P records, invoices, purchase orders, requisitions, proofs of payment, withdrawals, and contracts. He has developed methodologies to accurately account for eligible disaster-related costs and streamline delivery of disaster funds and services.

His work includes reconciling federal and state grants, cost estimates, audits and other products that support disaster response and recovery efforts and ensuring compliance with standard accounting/procurement principles as well as with the applicable laws, rules, and regulations.

**Project Role:** Christopher served as a FEMA PA Financial Management Specialist Supporting New York City's recovery from Hurricane Sandy.

**Project Dates:** April 2019-Present

**Reference:** Mark O'Mara; Director of Recovery Programs; Hagerty Consulting, Inc.; (717) 676-0278; [mark.omara@hagertyconsulting.com](mailto:mark.omara@hagertyconsulting.com)

#### US Virgin Islands Hurricanes Irma and Maria Recovery

**Client:** Virgin Island Housing Finance Authority

**Description:** Christopher provided overall policy and fiscal analysis on the \$1.8B grant from HUD. He developed an Action Plan and Amendments for submission to HUD, and addressed HUD concerns on the Action Plan, provided public comment responses, participated in public hearings and provided formal responses to HUD. Christopher was responsible for compliance with crosscutting

of federal requirements such as minority business rules, Section 3, the Fair Housing Act, the Davis-Bacon Act, and

## ATTACHMENT A - RESUMES

Environmental Protection Act. He developed policy and procedures for finance, housing, infrastructure, and the Economic Revitalization Program, as well as writing Requests for Proposals. He performed scope, budget, and capacity assessments for potential stakeholders in the planning, design and implementation of federal programs and provided financial guidance on the drafting of MOU's and Task Orders. Chris generated HUD and FEMA PW reports, analyzed and forecasted data, and maintained financial models in support of the Economic Revitalization Program. He provided guidance on program cost types (Program Administration, Planning, Project, and Activity Delivery Costs) and developed cost allocation and detailed program budget plans. He provided Technical Assistance on Disaster Recovery Grant Reporting System (DRGR) and directly managed Action Plan data, inter-agency relationships, and critical milestones for project deliverables.

**Project Role:** Chris was a CDBG-DR subject matter expert and fiscal specialist.

**Project Dates:** July 2018-April 2019.

**Reference:** Norbeto Duenas, Senior Project Manager; Witt O'Brien's; (408) 839-9671.

### Hurricane Sandy Recovery

**Client:** New York State Governor's Office of Storm Recovery

**Description:** Christopher provided financial management on the \$4.5B grant from HUD. He coordinated with executive staff from finance, housing, small business, infrastructure, and community reconstruction and managed a team of 8 financial analysts whereby processing and auditing payment disbursements. He developed financial models and reports to facilitate executive-level decision making and coordinated with project managers to ensure budgets were accurate and in-line with contractual obligations. Christopher Developed key performance indicators to measure and analyze project budgets to ensure project feasibility and identify inefficiencies and areas for improvement. He applied analytics to interpret and communicate meaningful patterns in data to program managers. He implemented budget reforecasting adjustments based on project actuals and outlooks and developed and implemented project auditing procedures. He routinely trained staff, subrecipients, and vendors on project accounting and invoice submission procedures.

**Project Role:** Christopher was a CDBG-DR finance manager performing financial planning and analysis.

**Project Dates:** September 2014-June 2018.

**Reference:** Daniel Madura, Human Resources; Winsor Consult Group; (732) 910-1565.



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### Tyler Bridges

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#### SR. GRANT MANAGER

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Tyler Bridges is a Sacramento, California native and current resident. He serves as the Vice-President of MDG's Disaster Recovery division. Over the past 10 years he has worked in the public and private sector, primarily on Community Development Block Grant – Disaster Recovery (CDBG-DR) and related U.S. Department of Housing and Urban Development (HUD) Community Planning and Development (CPD) grant programs. In the public sector, he served as a member of the Disaster Recovery and Special Issues (DRSI) division at HUD with a focus on policy, compliance, oversight, and reporting. In the private sector, he has assisted states, counties, and cities with the administration and implementation of multiple HUD CPD grant programs.

Tyler works hand-in-hand with grantees, CPD staff, and Technical Assistance (TA) providers to navigate and overcome challenges arising from the complex regulatory landscape of the CDBG-DR program. Additionally, he brings vast experience and knowledge in the Disaster Recovery Grant Reporting (DRGR) system and is often regarded as one of the top DRGR experts in the county. While at HUD, he was the team lead and primary point of contact for the DRGR system where he managed all aspects including contract management, design, testing and deployment of DRGR releases.

Tyler is the team lead on all Disaster Recovery assignments for MDG. Through his experience working with dozens of grantees of all sizes, CPD staff at the national and local level, and several national Technical Assistance (TA) providers through HUD's Community Compass initiative as a HUD employee and subcontractor, Tyler has a proven track record of bringing multiple stakeholders together to identify effective solutions that produce desirable outcomes for communities in need.

#### RELEVANT PROJECT EXPERIENCE

As DRGR team lead and a member of the DRSI policy and external training teams, Tyler led, or participated in, developing and implementing national CDBG-DR requirements, including requirements for grants awarded under Public Law 113-2 (CDBG-NDR) and Public Law P.L. 115-123 (CA Wildfires and Mitigation).

#### CDBG-DR Grant Management, Oversight and Guidance

**Clients:** CDBG-DR grantees (e.g. Texas, Florida, and New York)

**Description:** DRSI is responsible for the management and oversight of more than 120 CDBG-DR grants awarded to approximately 60 grantees totaling nearly \$100 billion since 2001. This includes the state of California's 2008 wildfire grant, 2016

#### QUALIFICATIONS

- Over 10 years of experience administering HUD CPD grant programs in the public (HUD) and private sector.
- Over 10 years of experience administering nearly every aspect of DRGR system development, reporting, and compliance.
- Over five years of experience developing and implementing regulations and policy for the CDBG – Disaster Recovery program.

#### EDUCATION AND TRAINING

- Bachelor of Science, City and Regional Planning, 2008, California Polytechnic University, San Luis Obispo

#### EMPLOYER DATES AND NAMES

- MDG Associates, Inc.
- Vice-President – Disaster Recovery, 2019 – Present
- U.S. Department of Housing and Urban Development (HUD)
- CPD Specialist, 2014 - 2019
- MDG Associates, Inc.
- Senior Associate, 2011 – 2014

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NDR grant for the Community Watershed and Resilience program, and multiple grants announced or awarded in response to recent wildfires, including the state's mitigation grant. DRSI staff manage CDBG-DR Grants from HUD HQ in Washington, DC and in field offices throughout the country.

**Project Role:** At HUD, Tyler regularly participated in monitoring and technical assistance events of CDBG-DR grantees, where he utilized HUD monitoring exhibits to evaluate grantees' programs for compliance with applicable requirements, issued findings of non-compliance, and reviewed grantees' responses and supporting documentation to resolve open findings. Additionally, Tyler provided technical assistance to CPD staff, grantees, and TA providers in a variety of formats including written products, webinars, on-site and remote trainings, and regional conferences. Tyler substantially contributed to the format and content of the three CDBG-DR regional clinics since 2017, which, due to their success and popularity, replaced the regional training format DRSI offered in years past.

**Project Dates:** July 2014 – August 2019

**Reference:** Kevin O'Neill, California CPD Representative, San Francisco Regional Office, HUD; One Sansome Street, Suite 1200, San Francisco, CA 94104; [Kevin.j.oneill@hud.gov](mailto:Kevin.j.oneill@hud.gov)

### **CDBG – Disaster Recovery Regulation and Policy Development**

**Clients:** CDBG-DR grantees; primarily those awarded funds since 2013

**Description:** The DRSI Policy Team is responsible for developing regulations and policy for all CDBG – Disaster Recovery grants. Since the CDBG-DR program does not have its own statute, Congress uses the CDBG program as a vehicle to appropriate funds for long-term disaster recovery efforts across the nation. For each appropriation, DRSI works with various offices throughout HUD and its federal partners (e.g., FEMA, SBA) to develop regulations that meet unique requirements and priorities of Congress and the White House. Once appropriation-specific regulations are published in the Federal Register, DRSI works with its partners to issue policy guidance (e.g., CPD Notices) and TA providers to provide written guidance and training to aid grantees with the unique requirements of each of CDBG-DR grant. This includes regulations and policy specific to grants awarded under Public Law 113-2 (CDBG-NDR; e.g., 82 FR 36812), Public Law P.L. 115-123 (CA Wildfires and Mitigation; e.g., 83 FR 40314), updated Duplication of Benefits (DOB) regulations (84 FR 28836), and regulations not yet published for mitigation grants.

**Project Role:** As a member of the DRSI Policy Team, Tyler assisted with the development of regulations for every grant awarded funds since 2014. This included participating in several policy decisions and drafting language published in the Federal Register. Tyler also contributed to various written guidance products and co-authored CPD Notice 15-05 and 19-02.

**Project Dates:** July 2014 – August 2019

**Reference:** Jennifer Carpenter, Policy Team Lead, DRSI, OBG, CPD, HUD; 451 7th Street, SW, Washington DC 20410; [Jennifer.hylton.carpenter@hud.gov](mailto:Jennifer.hylton.carpenter@hud.gov)

### **CDBG – Disaster Recovery DRGR System Management and Technical Assistance**

**Clients:** Every grantee in the DRGR system (e.g. California Housing and Community Development (HCD))

**Description:** Every active CDBG-DR grantee must utilize the Disaster Recovery and Grant Reporting (DRGR) system to report on their CDBG-DR funded projects and activities and access their line of credit (LOCCS). Data entered into the DRGR system is used primarily: 1) by CPD Representatives to monitor for compliance; and 2) for analytics made available internally, for Congress or the White House, the press, or the general public. DRGR Action Plans and Quarterly Performance Reports (QPRs) must be posted to CDBG-DR grantees' disaster recovery websites. The DRGR system is updated at least once a year, and each update is accompanied by updated written resources and training, as needed.

**Project Role:** Tyler was DRSI DRGR team lead and was responsible for nearly every aspect of DRGR system development, maintenance, and enhancement performed by HUD staff, system contractors and TA providers during his five years at HUD. This included ensuring new or upcoming regulations and policies were properly captured in the DRGR system. In addition to the CDBG-DR program, Tyler was responsible for six other CPD programs that utilized the DRGR system, hundreds of grants totaling more than \$100 billion, and thousands of users. Tyler personally led, or worked with, TA providers and HUD staff to provide dozens of DRGR trainings, including two-day, in person workshops, webinars, and accompanying guidance including Fact Sheets, the DRGR User Manual, and feature-specific guidance. Prior to joining HUD, Tyler was recognized as a national DRGR TA provider and served on the DRGR AAQ.

**Project Dates:** July 2014 – August 2019



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**Reference:** Jessie Handforth Kome; Acting Director; US Dept. of HUD, CPD, Office of Block Grant Assistance;  
jessie.handforth.kome@hud.gov; (202) 402-5539

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### REBECCA ROTHENBERG

SR. GRANT MANAGER



HAGERTY

#### QUALIFICATIONS

- 16 years of experience in housing and economic development.
- Extensive knowledge of CDBG-DR program design and housing/community demographics.
- HUD Choice Neighborhoods Program Subject Matter Expert.

#### EDUCATION AND TRAINING

- Master of Urban and Regional Planning (MURP), 2006  
University of Pennsylvania
- Bachelor of Art in History and Art History, 2000  
University of Minnesota,  
Minneapolis

#### EMPLOYER DATES AND NAMES

- Atria Planning LLC  
Principal  
2014 – Present
- ICF International  
Expert Consultant  
2015 – 2016
- GCR Inc.  
Director of Planning and Housing  
2012 – 2014
- Housing Authority of New Orleans  
Senior Project Manager  
2010 – 2012
- GCR and Associates, Inc.  
Senior Planner  
2006 – 2010
- The Partnership CDC  
Assistant Project Manager  
2004 – 2006

Rebecca Rothenberg is a disaster recovery and housing consultant with 16 years of experience working with governments in assessing needs and developing policy for housing and economic development. She has led teams for Community Development Block Grant – Disaster Recovery (CDBG-DR) for over a decade. Ms. Rothenberg has managed more than 30 projects, including conducting Unmet Needs Analyses (UNAs) and developing policy for Action Plans on behalf of New Jersey, New York, Indiana, Louisiana, Pennsylvania, and North Carolina. She is knowledgeable of housing and community demographic analysis; CDBG-DR program design; Analysis of Impediments to Fair Housing (AIs); Housing Needs Assessments (HNAs); mixed income housing finance; public housing programs and development; neighborhood assessments; financial management and recovery tracking; and market analysis.

In addition to her experience in disaster recovery, Ms. Rothenberg serves as a trainer and technical assistance (TA) provider for the United States (US) Department of Housing and Urban Development (HUD), and has assisted with CDBG Consolidated Planning, Low-Income Housing Tax Credit (LIHTC) TA including Qualified Allocation Plan (QAP) design and financial review; HUD's Choice Neighborhoods Initiative (CNI), and neighborhood revitalization strategy projects.

#### RELEVANT PROJECT EXPERIENCE

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### California Governor's Office of Emergency Services (Cal OES) 2018/2019 California Wildfire Long-Term Recovery Operation

**Client:** California Governor's Office of Emergency Services

**Description:** Beginning in July of 2018, Hagerty's professionals began collaborating with Cal OES to develop RSF Annexes to the California Disaster Recovery Framework and a supplemental Debris Management Plan. Hagerty developed these plans by observing Carr Fire response and recovery operations, holding workshops with each RSF, and engaging with the planning team and stakeholders to gather information and feedback. Immediately after the Camp and Woolsey Fire operations, the Hagerty Team performed requested updates to inform initial recovery operations.

**Project Role:** Rebecca provided technical assistance and subject matter expertise to California's lead state housing agencies, Housing and Community Development, and Bureau of Consumer Services and Housing. Rebecca coordinated with federal, state and local partners to assess impacts to the disaster, and identify opportunities for housing recovery using available and pending resources. She also assisted the State to prepare for long-term recovery by conducting a preliminary unmet needs analysis, and developing summary housing programs most appropriate to address those needs. This includes small rental programs, manufactured housing programs, and infill housing programs within "receiver" communities.

**Project Dates:** November 2018 - Present

**Reference:** Tina Walker, Cal OES, 3650 Schriever Ave., Mather, CA 95655 (916) 845-8271, Tina.Walker@caloes.ca.gov

### City of Santa Rosa, CA Disaster Recovery Services CDBG-DR

**Client:** City of Santa Rosa, California

**Description:** Hagerty is assisting the City of Santa Rosa in recovery from the Tubbs Fire. Hagerty is providing CDBG-DR technical assistance to the City, including development of a housing strategy to use funding made available to the California Department of Housing and Community Development. Hagerty supported the City of Santa Rosa in navigating the development of an UNA to communicate to the State, FEMA and HUD that the City's housing stock damage was not aligning with FEMA Individual Assistance data, causing a discrepancy in how unmet needs were being funded through Federal Grants. The objective of Hagerty's support was to assist the City to better understand current unmet needs from the event; provide monitoring services for the planned \$37 million multifamily development program; and support monitoring for use of CDBG-DR funds to assist with the local match requirements of the FEMA Public Assistance (PA) Program. This work resulted in an additional \$150M allocation for 2017 events included in the current disaster relief bill.

**Project Role:** Rebecca acted as Lead Researcher and Author in conducting an UNA for the City, analyzing FEMA Individual Assistance data, Small Business Administration data, and CAL FIRE data, to assess impacts to homes, businesses and infrastructure. After the baseline analysis, Rebecca engaged with city leadership, departments, non-profit organizations, and advocacy groups, to develop a more comprehensive framework for long-term recovery needs. Rebecca compared FEMA Individual Assistance data determining FEMA-verified loss and CAL FIRE results to determine discrepancies in the two data sources. From this analysis, Rebecca determined far greater unmet need than traditional unmet needs analysis that relies on FEMA IA data as proxy for overall impact.

**Project Dates:** August 2018 - Present

**Reference:** David Gouin, Director of Housing and Community Services; (707) 543-3300; DGouin@srcity.org

### State of North Carolina CDBG-DR Action Plan

**Client:** State of North Carolina Department of Emergency Management

**Description:** Hagerty provided strategic disaster recovery and CDBG-DR expertise to support to the State of North Carolina as a result of Hurricane Matthew, including action plan drafting, preparation and submission of HUD required financial control documentation, and provision of CDBG-DR policy and procedure manuals for the Housing and Infrastructure program

**Project Role:** Rebecca served as the lead researcher and principal author of the UNA for North Carolina's first Action Plan for CDBG-DR after Hurricane Matthew. This included coordinating GIS mapping at the Census Tract to determine neighborhood impacts, an assessment of vulnerable populations within most flooded areas, and developing the models to estimate unmet need for housing, business, and infrastructure recovery. Rebecca drafted surveys to administer to local housing providers, impacted communities, and supportive services to assess unmet recovery needs. Additionally, Rebecca developed recovery

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programs for \$198 million in CDBG-DR funds in the first tranche allocation, including programs for homeowners, renters, small businesses, and community infrastructure.

**Project Dates:** January 2017 – June 2017

**Reference:** John Dorman, Assistant State Emergency Management Director for Risk Management, (919) 825-2310, john.dorman@ncdps.gov



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### Dionne L. Roberts

#### REGULATORY SME



Dionne Roberts serves as the President and Chief Executive Officer of the TDA Family of Companies, which includes four entities focused on supporting the provision of housing and community development consulting services – Training and Development Associates; TDA Consulting, TDA Community Partners; and TDA Securities. With 25 years of experience in the affordable housing and community development arena, she has extensive experience with and knowledge of a wide variety of programs, allowing her to identify innovative solutions for her clients. Ms. Roberts has a strong background in housing program analysis and development; technical assistance and training; and public policy analysis. She is an experienced consultant with both technical and managerial skills and has assisted more than 175 organizations around the country with assessing and enhancing their programs and organizations. She has also personally trained more than 4000 housing and community development professionals

#### QUALIFICATIONS

- Over 25 years of experience managing complex projects and programs.

#### EDUCATION AND TRAINING

- M.S., Organization Development, American University

#### CERTIFICATIONS

- Housing Choice Voucher
- Financial Management & Reporting Certification
- Executive Management Certification
- Certified HOME Specialist – Regulations
- National HOME IDIS Certified Trainer
- Certified HOME Specialist – Rental Housing Compliance

#### EMPLOYER DATES AND NAMES

- TDA, President & CEO - 2014 to present,  
Vice President – 2009 to 2014
- Porchlight Consulting, Principal - 2009 to 2014
- McConnell Jones Lanier & Murphy LLP, Director Housing Practice 2008-2009

#### RELEVANT PROJECT EXPERIENCE

##### **Puerto Rico Capacity Building**

**Client:** U.S. Department of Housing and Urban Development on behalf of the Commonwealth of Puerto Rico

**Description:** Following Hurricane Maria and prior to initial CDBG-DR allocation, TDA was tasked by HUD as part of a team to provide comprehensive assistance to the Commonwealth in planning for their recovery, designing programs and ensuring that the Commonwealth had sufficient administrative and financial capacity to oversee their future funding. TDA worked with the Commonwealth on various aspects of the Financial Certifications and Implementation Plan submission, including their procurement guide, initial staffing estimates and an onboarding and training approach. Following submission assistance pivoted to program design, and TDA assisted in the development of program guidelines for a variety of their housing and planning programs and is currently providing ongoing support and training for new staff.

**Project Role:** Dionne serves as TDA's project director for this assignment. Her role includes overall project management and coordination, regulatory compliance support to the Commonwealth and program design and training.

**Project Dates:** March 2018 - current

**Reference:** Tennille Parker, U.S. Department of Housing and Urban Development, 451 7th Street, SW

Washington, DC 20410 [Tennille.S.Parker@hud.gov](mailto:Tennille.S.Parker@hud.gov) (202) 402-4649

##### **New York Rising Acquisition for Redevelopment for New York City**

**Client:** Capital Access, Inc.

**Description:** In June 2014, after a national procurement the New York State Governor's Office of Storm Recovery awarded Capital Access a contract to provide program management services for the \$80

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million Acquisition for Redevelopment program (AfR) in the NYC boroughs. The AfR program served owners of properties that Super Storm Sandy substantially damaged and that do not have the means or interest to repair and rebuild. TDA assisted with the initial program design, policies and procedures, staffing, protocols, document templates and management systems to get AfR operational. During implementation we served as VOB/DOB subject matter experts and oversaw all relocation related matters.

**Project Role:** Dionne served as TDA's project director for this assignment. Her role included overall project management and coordination and policy development.

**Project Dates:** June 2014-September 2015

**Reference:** Rebecca Sinclair, formerly Director of Acquisition Buyout Program, 40 Lincoln Avenue, Massapequa, NY 11762  
rebeccabrownell@yahoo.com (646) 345-1611

### State of Florida CDBG-DR Administrative Infrastructure

**Client:** U.S. Department of Housing and Urban Development on behalf of the State of Florida

**Description:** The State's CDBG-DR program had been transferred between agencies, and with turnover a certain amount of administrative systems and processes had not transitioned. TDA worked with the state to identify the processes being utilized to manage contracts, implement projects and oversee compliance requirements through mapping process flows and developing written policies and procedures. As part of this work, TDA developed recommendations related to staffing structure based on needs of the organization and technical areas of expertise.

**Project Role:** Dionne served as TDA's project director for this assignment. Her role included overall project management and coordination and leading the work flow development.

**Project Dates:** August 2014 – August 2015

**Reference:** Tennille Parker, U.S. Department of Housing and Urban Development, 451 7th Street, SW  
Washington, DC 20410 [Tennille.S.Parker@hud.gov](mailto:Tennille.S.Parker@hud.gov) (202) 402-4649

### State of Connecticut Action Plan Substantial Amendment

**Client:** U.S. Department of Housing and Urban Development on behalf of the State of New York

**Description:** TDA worked with the State Department of Housing (DOH) to assist them in developing and submitting a Substantial Amendment to their CDBG-DR Action Plan in compliance with all applicable CDBG-DR and the Sandy-related federal notices. TDA also assisted in the development and submission of a state-mandated Allocation Plan which supported the needs and programs identified in the Substantial Amendment. As part of this process, TDA conducted an update of the impacts and needs assessments identified in the Action Plan for inclusion and incorporation in the Substantial Amendment. This included specific outreach to and data collection from local housing authorities in the impacted areas and conducting surveys of townships and municipalities to better determine the impact of SuperStorm Sandy on local businesses and infrastructure.

**Project Role:** Dionne served as TDA's project director for this assignment. Her role included overall project management and coordination and data review.

**Project Dates:** January-March 2014

**Reference:** Tennille Parker, U.S. Department of Housing and Urban Development, 451 7th Street, SW  
Washington, DC 20410 [Tennille.S.Parker@hud.gov](mailto:Tennille.S.Parker@hud.gov) (202) 402-4649

### State of New York Infrastructure and Planning

**Client:** U.S. Department of Housing and Urban Development on behalf of the State of New York

**Description:** The State identified in their Action Plan the creation of an Infrastructure Bank, which was to "help coordinate infrastructure development and investment across the disaster region" as well as large-scale infrastructure projects to be identified by a statewide community planning process. Both HUD and the Grantee recognized the potential complexity of this program, which was intended to include substantial leveraging of private capital. They also recognize the potential value of this model, to" benefit New York by introducing a centralized approach to infrastructure related decision making rather than a project-by-project, agency specific process". TDA was engaged to provide technical assistance that included training the State's planning partners on the basics of the CDBG-DR, including national objectives and strategies for determining highest and best use of funds. TDA also assisted the State lead agency with initial work on program design and development, including mapping of processes (application, funding, compliance and monitoring).

**Project Role:** Dionne served as TDA's training lead on this engagement.

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**Project Dates:** July 2013-October 2013

**Reference:** Tennille Parker, U.S. Department of Housing and Urban Development, 451 7th Street, SW  
Washington, DC 20410 [Tennille.S.Parker@hud.gov](mailto:Tennille.S.Parker@hud.gov) (202) 402-4649

### **New York City Superstorm Sandy Launch**

**Client:** U.S. Department of Housing and Urban Development on behalf of the City of New York

**Description:** TDA provided direct assistance to the City of New York in the aftermath of SuperStorm Sandy and in preparation for their \$1.7B CDBG-DR award. TDA had two primary roles – to assist the Office of Management and Budget (lead agency) in developing a structure and infrastructure to be able to stand up their programs (both financial and administrative), and to work directly with the Housing and Preservation Department on the design of their single family and multifamily programs, including development of process flows and program guidelines. TDA also provided basic training for City staff and partners on the CDBG-DR program and federal overlay requirements, and assisted with their DRGR architecture and set up of their initial Action Plan in the system.

**Project Role:** Dionne served as TDA's project director for this assignment. Her role included overall project management and coordination and leading the development of multifamily program guidelines.

**Project Dates:** April 2013 – June 2013

**Reference:** Tennille Parker, U.S. Department of Housing and Urban Development, 451 7th Street, SW  
Washington, DC 20410 [Tennille.S.Parker@hud.gov](mailto:Tennille.S.Parker@hud.gov) (202) 402-4649



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### JENNIFER ALPHA

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#### SR. GRANT MANAGER

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Jennifer Alpha has 15 years of diverse experiences in managing projects related to a range of affordable housing and community development initiatives. Formerly, as a partner at a law firm that represented public and nonprofit organizations, Ms. Alpha assisted clients with legal representation and transactional management of housing and community development programs, which included financing sources such as the Low Income Housing Tax Credit (LIHTC) program, Public Housing Capital and Operating Funds, Section 8, HOME, CDBG, NSP, and the Affordable Housing Program and others. She has also managed projects for local governments, including recent work with the City of Greenville, NC, to develop their Analyses of Impediments to Fair Housing and with the City of Passaic to develop their Consolidated Plan by providing procedural guidance, data analysis, and drafting assistance. With a background in both law and policy, she works with clients to ensure their AIs and Consolidated Plans meet requirements, address fair housing issues, include relevant data, and present meaningful recommendations based on sound analysis of each client's unique circumstances. Ms. Alpha has also assisted clients in the development of policies and procedures manuals, guidebooks, and needs assessment reports. Ms. Alpha is a HOME-certified Specialist and has provided trainings across the country on a range of HOME topics. Ms. Alpha also worked in the federal government where she managed teams analyzing and evaluating federal housing programs with a special emphasis on the LIHTC and HUD-assisted housing programs.

#### QUALIFICATIONS

- Over 15 years of experience managing complex projects and programs.

#### EDUCATION AND TRAINING

- J.D. University of Pittsburgh School of Law
- MPA Public Management & Policy, University Pittsburgh

#### CERTIFICATIONS

- Certification in Nonprofit Management, University of Pittsburgh, GSPIA

#### EMPLOYER DATES AND NAMES

- TDA Consulting, Inc.  
Senior Consultant & General Counsel - 2011 to Present
- U.S. Government Accountability Office, Senior Analyst, Financial Markets & Community Investments – 2009 to 2011
- Reno & Cavanaugh, Associate – 2001 to 2006; Partner – 2006 to 2009
- Allegheny County Housing Authority, Researcher – 1999 to 2001
- Wilkinsburg Intra-Community Network, Consultant – 1999

#### RELEVANT PROJECT EXPERIENCE

##### **Puerto Rico Capacity Building**

**Client:** U.S. Department of Housing and Urban Development on behalf of the Commonwealth of Puerto Rico

**Description:** Following Hurricane Maria and prior to initial CDBG-DR allocation, TDA was tasked by HUD as part of a team to provide comprehensive assistance to the Commonwealth in planning for their recovery, designing programs and ensuring that the Commonwealth had sufficient administrative and financial capacity to oversee their future funding. TDA worked with the Commonwealth on various aspects of the Financial Certifications and Implementation Plan submission, including their procurement guide, initial staffing estimates and an onboarding and training approach. Following submission assistance pivoted to program design, and TDA assisted in the development of program guidelines for a variety of their housing and planning programs and is currently providing ongoing support and training for new staff.

**Project Role:** Jennifer serves as a subject matter expert for DRGR, recordkeeping and procurement.



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**Project Dates:** March 2018 - current

**Reference:** Tennille Parker, U.S. Department of Housing and Urban Development, 451 7th Street, SW  
Washington, DC 20410 [Tennille.S.Parker@hud.gov](mailto:Tennille.S.Parker@hud.gov) (202) 402-4649

### **New York Rising Acquisition for Redevelopment for New York City**

**Client:** Capital Access, Inc.

**Description:** In June 2014, after a national procurement the New York State Governor's Office of Storm Recovery awarded Capital Access a contract to provide program management services for the \$80 million Acquisition for Redevelopment program (AfR) in the NYC boroughs. The AfR program served owners of properties that Super Storm Sandy substantially damaged and that do not have the means or interest to repair and rebuild. TDA assisted with the initial program design, policies and procedures, staffing, protocols, document templates and management systems to get AfR operational. During implementation we served as VOB/DOB subject matter experts and oversaw all relocation related matters.

**Project Role:** Jennifer served as the team lead for VOB/DOB and Relocation activities.

**Project Dates:** June 2014-September 2015

**Reference:** Rebecca Sinclair, formerly Director of Acquisition Buyout Program, 40 Lincoln Avenue, Massapequa, NY 11762  
[rebeccabrownell@yahoo.com](mailto:rebeccabrownell@yahoo.com) (646) 345-1611

### **DRGR Training**

**Client:** U.S. Department of Housing and Urban Development

**Description:** TDA has been providing national training on the DRGR system on behalf of HUD for more than five years. In addition to providing training on the system, TDA staff lead the DRGR Ask A Question for HUD and participate in testing of system updates prior to them going live.

**Project Role:** Jennifer serves as the project director for all projects relating to DRGR, and also serves as the lead training and subject matter expert.

**Project Dates:** 2014 - current

**Reference:** Tennille Parker, U.S. Department of Housing and Urban Development, 451 7th Street, SW  
Washington, DC 20410 [Tennille.S.Parker@hud.gov](mailto:Tennille.S.Parker@hud.gov) (202) 402-4649

### **State of Florida CDBG-DR Administrative Infrastructure**

**Client:** U.S. Department of Housing and Urban Development on behalf of the State of Florida

**Description:** The State's CDBG-DR program had been transferred between agencies, and with turnover a certain amount of administrative systems and processes had not transitioned. TDA worked with the state to identify the processes being utilized to manage contracts, implement projects and oversee compliance requirements through mapping process flows and developing written policies and procedures. As part of this work, TDA developed recommendations related to staffing structure based on needs of the organization and technical areas of expertise.

**Project Role:** Jennifer led the staffing analysis for this project.

**Project Dates:** August 2014 – August 2015

**Reference:** Tennille Parker, U.S. Department of Housing and Urban Development, 451 7th Street, SW  
Washington, DC 20410 [Tennille.S.Parker@hud.gov](mailto:Tennille.S.Parker@hud.gov) (202) 402-4649

## ATTACHMENT A - RESUMES



### JENNIFER CATALANO

#### PROGRAMMATIC SME



Jennifer Catalano has directed several programs and start-up efforts for disaster recovery in the State of Louisiana and the State of Texas. From the initial start-up phase of the Road Home Program through the current closeout phase of the Homeowners Assistance Program and has more than 13 years of experience managing large-scale disaster projects for federal government, state government and Fortune 500 clients. She has worked throughout the southeast US performing in diverse function areas of management, legal, real estate, mortgage lending, disaster recovery, and HUD Section 504 Training and CDGB policy. Jennifer is skilled E-Grants, and TIGR software. She has managed cohesive teams, to monitor 130,050 homeowners receive over \$9.5B dollars in CDBG-DR funds. Jennifer worked with Louisiana's Director of Homeowner Programs to develop and implement comprehensive policies and procedures for a Low-to-Moderate Income Housing Eligibility, Auditing and Monitoring Programs, Individual Mitigation Measures as well as an all-encompassing Disaster Recovery Program for the State of Louisiana.

#### QUALIFICATIONS

- 13 years of disaster recovery experience
- Expertise in eGrants, TIGR and DRGR Disaster Recovery Systems
- In-depth knowledge of HUD/CDBG program design and policies

#### EDUCATION AND TRAINING

- Texas School of Business, Paralegal, Business Administration and Management

#### CERTIFICATIONS

- Certified State Licensed Paralegal
- Project Management Professional
- Auditor –The Office of Financial Institutions (OFI)
- FEMA Certified and Security Clearance
- HUD/CDBG Grants & Policy

#### EMPLOYER DATES AND NAMES

- GrantWorks, Consultant, 2019
- APTIM, Closeout Coordinator, 2018
- HGI, Director of Applicant Relations, April 2009 – September 2018
- HGI, Senior Project Manager, August 2006 – April 2009

#### PRIOR WORK EXPERIENCE

##### State of Texas, Harvey Homeowner Assistance Program, Austin, TX

**Client:** Texas Harvey Homeowner Assistance Program (GrantWorks)

**Role/Responsibilities:** As a consultant for GrantWorks, Inc., (Texas' Harvey Homeowner Assistance Program), Jennifer has developed and coordinated an offsite team of personnel, to perform comprehensive Household Eligibility Reviews on all Disaster Assistance Applications, prior to being released to the Texas General Land Office for approval. The file audits included Ownership and Occupancy eligibility, Calculation of Income to determine Low-to-Moderate Income Households, Duplication of Benefits received from Insurances, FEMA and SBA, and ensuring all aspects of the TIGR record were complete and accurate. She also assisted in performing Tier II Audits, of Disaster Recovery Applications, for the City of Houston.

##### Hazard Mitigation Grant Program (HMGP)

**Client:** FEMA

**Role/Responsibilities:** Jennifer was Closeout Coordinator. FEMA required a closeout effort for the Hazard Mitigation Grant Program. The HMGP Program disbursed FEMA funding for elevation and mitigation measures for Hurricanes Katrina and Rita. Jennifer coordinated meetings with applicants and contractors, to obtain notarized Affidavits and supporting documentation, to support repayment of Promissory Notes that were signed during the construction phases of the program.

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### **State of Louisiana, Homeowner Assistance Program, Baton Rouge, LA Director of Applicant Relations**

**Client:** State of Louisiana Homeowner Assistance Program (HGI)

**Role/Responsibilities:** As Director of Applicant Relations for HGI on the Homeowner Assistance Program (Louisiana's Road Home Program for Katrina/Rita Recovery efforts), Jennifer's responsibilities included Case Management, Call Center and Intake Specialists, Constituent Services Representatives, Outreach and Public Relations Teams under the Homeowner portion of one of the nation's largest hurricane disaster recovery efforts (HAP). In addition, her role was to provide management and key oversight encompassing several service areas, including, Project Operations, Auditing, Compliance & Monitoring, Development of Policies and Procedures, Training, Technical Presentations, Official Responses, and QA/QC.

### **State of Louisiana, Homeowner Assistance Program, Baton Rouge, LA Senior Project Manager of Applicant Relations**

**Client:** State of Louisiana Homeowner Assistance Program (HGI)

**Role/Responsibilities:** As Senior Project Manager, Jennifer began the initial start-up phase of The Road Home Program. Her key responsibilities in implementing and managing a Disaster Recovery Program, included but are not limited to, Initial set up of a Housing Assistance Center, developed and implemented initial program policies, created schedules for multiple teams and developed metrics and goals for each team, managed CDBG-DR funding initiatives, drafted correspondence to applicants, legislators and shareholders, contributed to the development of the Audits, Monitoring and Eligibility Department, managed teams to monitor files that are 80% of Median Income Limits set by HUD to ensure CDBG Limits and CDBG Reporting Forms, Provided training of the Audit Review Procedures to the Legislative Auditors and the Office of Community and documented (reviewed) possible fraudulent applications by examining case files.

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### EDGAR GOMEZ

SR. GRANT MANAGER



Edgar is an experienced Program Manager with a demonstrated history of working in the management consulting industry. Edgar is skilled in grassroots organizing, international relations, community organizing, community engagement, and policy analysis. He is a strong community and social services professional with a master's degree in Disaster Resilience, Disaster Management & Humanitarian Systems Management from Tulane University. Edgar has extensive experience utilizing eGrants, a nationally recognized single family housing program software.

#### QUALIFICATIONS

- Possesses in-depth knowledge of Emergency Management and Disaster Risk Recovery principles and processes
- Skilled in FEMA's National Disaster Recovery Framework (NDRF)

#### EDUCATION AND TRAINING

- M.S., Disaster Resilience, Disaster Management & Humanitarian Systems Management, 2015, Tulane University, New Orleans, LA
- B.A., Sociology, 2007, Brooklyn College, City University of New York, New York City, New York
- Fluent in Spanish

#### FEMA CERTIFICATIONS

- IS-100b: Introduction to Incident Command System
- IS-700a: National Incident Management System an Introduction
- IS-235b: Emergency Planning
- IS-240a: Leadership and Influence
- IS-806: Mass Care, Emergency Assistance, Housing, Human Service
- IS-808: Public Health and Medical Services

#### EMPLOYER DATES AND NAMES

- IEM, Deputy Program Manager and Operations Manager, September 2018 – August 2019

#### PRIOR WORK EXPERIENCE

##### Innovative Emergency Management

**Client:** Rebuild Florida

**Roles/Responsibilities:** Edgar was Deputy Program Manager and Operations Manager. Edgar maintained the following responsibilities:

- Directed the Rebuild Florida Single Family Housing Program, in a fast-paced environment, including 9 distributed statewide homeowner intake centers and a staff of 90+ to address Hurricane Irma unmet needs for LMI Floridians with outstanding hurricane damage
- Established daily reporting and analysis of quantitative and qualitative data from each center to synthesize findings and guide policy development and refinement for homeowners impacted by Hurricane Irma
- Coordinated supervisory duties, ensuring staff has appropriate program training, regularly review staff performance, execute disciplinary actions and staff terminations
- Reviewed, for purpose of quality control, applicant

financial grant awards to ensure they meet Community Development Block Grants-Disaster Recovery (CDBG-DR) policy guidelines

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### EMPLOYER DATES AND NAMES (CONTINUED)

- Greyspace Collective LLC, Co-founder, May 2017 – Present
- FEMA, Reservist Recovery Coordination Group Supervisor, National Disaster Recovery Support Cadre (NDRS), June 2018 – August 2019
- IEM, Homeowner Assistance Center Manager, May 2017 – September 2018
- New York Governor’s Office of Storm Recovery, Program Administrator, June 2016 – May 2017
- Community Voices Heard, Climate Resiliency Research Organizer, January 2016 – June 2016
- People’s Climate Movement, National Field Organizer, September 2015 – November 2015
- Payson Center for International Development, Graduate Assistant, April 2014 – June 2015
- Transportation Alternatives, Bicycle Ambassador, June 2013 – August 2013
- Community Voices Heard, Community Organizer, January 2011 – June 2012

- Developed Emergency Action Plans for 9 statewide intake centers to support emergency management best practices
- Designed and led ongoing effective statewide meetings with staff and teams using innovative and creative communication strategies

### Greyspace Collective, LLC

**Roles/Responsibilities:** Edgar was Co-founder. Edgar maintained the following responsibilities:

- Designed qualitative and quantitative data gathering processes to inform an integrated research project to document and record older (50+ years) flood impacted buildings in Livingston Parish, Louisiana
- Conducted ethnographic research in the field, attended local meetings, observed mitigation and rebuilding efforts, and interviewed residents (typically rural/low income) who suffered significant flooding impacts during the Great Louisiana Floods of 2016
- Managed project budgets, ensuring the budgetary timeline meets the project deliverables and long-term goals; evaluated project performance to influence future contract execution
- Led community outreach during field data collection process, including outreach to Spanish-speaking community members
- Analyzed collected data to develop policy and future work recommendations to increase disaster resilience and climate change adaptation opportunities in Livingston Parish, including increased documentation of the region’s multi-layered history

### Federal Emergency Management Agency (FEMA)

**Roles/Responsibilities:** Edgar was Reservist Recovery Coordination Group Supervisor, National Disaster Recovery Support Cadre (NDRS). Edgar maintained the following responsibilities:

- Designed qualitative and quantitative data gathering processes to inform an integrated research project to document and record older (50+ years) flood impacted buildings in Livingston Parish, Louisiana
- Completed FEMA Emergency Management Institute training series and on-boarding for the National Disaster Recovery Support Cadre

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- Inclusive of the Emergency Management Institute series, received history of FEMA, origins of Emergency Management in the US, the history of NIMS (National Incident Management System), American Red Cross CPR training and certification, and active shooter Tactical Emergency Casualty Care (TECC) training.
- Mastery level comprehension of the National Disaster Recovery Framework (NDRF), which FEMA has been integrating at the Regional and National levels to reinforce resilience as part of long-term recovery processes

### **Restore Louisiana (Innovative Emergency Management)**

**Roles/Responsibilities:** Edgar was Homeowner Assistance Center Manager. Edgar maintained the following responsibilities:

- Directed operations and program management at Restore Louisiana's Hammond Homeowner Assistance Center (second largest office), including direct staff supervision of 50+
- Led daily morning meetings with full staff to communicate program and policy updates
- Executed supervisory duties to ensure appropriate level of staff training, regular staff performance reviews, and well-executed disciplinary actions including terminations
- Served as liaison between the case management, administrative, eligibility, damage inspection, and construction technical teams
- Oversaw office productivity to ensure compliance with the client's (State of Louisiana's Office of Community Development) established goals and metrics, including processing an average of 250 applications, 3,000 outbound calls, and 400 in-person meetings per week
- Designed a daily reporting system, identified program goals, including office and applicant metrics, to be shared with the Restore Louisiana executive team
- Led planning and execution of active shooter training for all 50+ staff
- Served as the lead emergency point of contact, responsible for implementing the Emergency Action Plan, for all 50+ staff

### **New York Governor's Office of Storm Recovery – New York Rising**

**Roles/Responsibilities:** Edgar was Program Administrator. Edgar maintained the following responsibilities:

- Managed Superstorm Sandy-impacted applicant homeowner clarifications and appeals process, including strategic approaches to successfully track and manage the full set of cases, and innovative processes, work plans, internal documentation, and timelines to meet and exceed identified goals
- Served as lead housing program point of contact with program executive, case management, and construction teams regarding clarifications, appeals, demonstrable hardships, and duplication of benefits offsets, including the closure of aging cases and determination of proper classifications
- Coordinated clarifications and appeals mailings with the production team, including initial quality assurance and quality control for specific letter types (i.e. GIS determination letters, appeals and demonstrable hardships determination letters)
- Prepared appeals and demonstrable hardship case summaries for weekly committee meetings
- Collaborated directly with the legal team to prepare all homeowner correspondence regarding appeals and demonstrable hardship determinations
- Designed an ongoing reporting process to communicate goals progress to the Director of Policy, including elevation of any important issues, concerns, and updates consistent with New York Rising's mission to increase housing stock resilience as a result of the climate change event, Superstorm Sandy
- Produced research for the New York Rising renewable infrastructure projects ranging from smart grids to community solar.
- Led weekly appeals meetings with the legal and program management teams to problem solve, advocate and identify policy solutions for unique applicant profiles outside of specific policy guideline criteria

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### MICHAEL SHAFER

#### SR. GRANT MANAGER



HAGERTY

Michael Shafer has more than 30 years of experience in housing development, project management, program planning, facilitation, and coordination. He designs and develops programs that address a range of housing and community development needs, dedicated to building local capacity and inclusive, mixed-income communities.

Michael's experience includes deep knowledge of the United States (US) Department of Housing and Urban Development (HUD) Community Development Block Grant – Disaster Recovery (CDBG-DR) program, a funding stream through which he manages program funding that provides disaster assistance surrounding housing repair and replacement. Through his work with the Public Housing Authority (PHA), he also has facilitated partnership and communication between planning commissions; government bodies; multiple jurisdictions; and reconstruction and housing coalitions. Michael regularly provides subject matter expertise, technical assistance, planning guidance, and budgeting help to communities embarking upon the recovery process.

#### RELEVANT PROJECT EXPERIENCE

##### MBL Housing and Development

**Client:** Multiple Projects; Three Multifamily Tax Credits

**Description:** Since joining MBL Housing and Development in November 2016, Michael has structured and secured full development financing for three multifamily tax credits projects totaling 313 units of housing. He is currently managing construction activities for two additional multifamily projects totaling 248 housing units, and a 9,000 square foot community health care center facility set up for medical, dental, and mental health services.

**Project Role:** As Senior Housing Developer, Michael is working on structuring project feasibility, applications for State and Low-Income Housing Tax Credit (LIHTC) financing, project management, and related development activities.

**Project Dates:** November 2016 - Present

**Reference:** Peter Graham; President; MBL Housing and Development, 256 Pleasant St Suite B, Northampton, MA 01060; (413) 835-0242

##### Community Action Partnership of North Alabama Rental Projects

**Client:** Community Action Partnership of North Alabama (CAPNA)

**Description:** Since joining CAPNA, the organization has completed three 3 rental projects, and has two other tax credit projects funded, with one ready to start construction. The initial rental project he structured was awarded as "Project of the Year" in the State of Alabama by the Low-Income Housing Coalition of Alabama. He continues to manage the state's CDBG-DR program providing

disaster assistance to repair and replace housing in eight counties damaged by tornadoes throughout Northern Alabama. He leads community building efforts in the East Decatur community - organizing a new Community Association, conducting

#### QUALIFICATIONS

- 30+ years of experience in project management and program planning for housing development.
- HUD-Certified HOME Program Trainer.
- Deep familiarity with HUD contracts under CDBG, HOME, SHP, and CHDO programs.

#### EDUCATION AND TRAINING

- Master of Urban Affairs and Policy Analysis, 1986
- University of Southern Illinois at Edwardsville
- Bachelor of Urban and Regional Planning, 1982
- University of Maryland at Baltimore

#### EMPLOYER DATES AND NAMES

- MBL Housing and Development  
Senior Housing Developer  
2016 – Present
- Community Action Partnership of North Alabama  
Housing and Community Development Lead  
2012 – 2016
- ATCS  
Urban Planner 3  
2011
- ICF International  
Senior Technical Specialist  
2004 – 2009

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community planning workshops, and conducting community needs assessments. Additionally, he structured a health and safety repair program which made repairs to 12 homes in East Decatur. Michael introduced automated specification writing software and a Rehab Specialist Program with funding he secured from foundations and businesses.

**Project Role:** Specifically, Michael worked in a consulting capacity with the Community Action Partnership of North Alabama in 2012 to implement affordable housing, community development, and economic development projects in north Alabama. The work resulted in establishment of a Community Development Organization, implementation of two Housing Resource Centers, planning and pre-development of two multifamily affordable apartment projects, structuring financing for a shopping center, planning a Homeless Prevention and Rapid Re-housing Program, planning a subdivision for new homeownership development, and planning and funding for downtown redevelopment. He prepared successful applications for award of over \$4 million in CDBG-DR funds, assisting with preparing two housing tax credit applications, coordinated of New Market tax credits, and prepared a Homeless Solutions Grant application.

**Project Dates:** March 2012 – October 2016

**Reference:** Michael Tubbs; CEO; 1909 Central Parkway SW, Decatur, AL 35601; (256) 355-7843

### State and Local Housing Program Technical Assistance and Training

**Client:** Five engagements in Florida, Louisiana, Mississippi, Texas, and Alabama through ICF International, Inc.

**Description:** ICF provided technical assistance and training to state and local housing program staff, public housing authorities, and housing providers under the HUD Community Development Technical Assistance Program. With the Federal Emergency Management Agency (FEMA), Michael participated in five engagements of Long-Term Community Recovery Planning in Florida, Louisiana, Mississippi, Texas, and Alabama. ICF worked with state and local governments and key housing and community development organizations to develop strategic approaches, priorities, and projects.

**Project Role:** Michael provided technical assistance related to CDBG program rules and compliance regulations; interpreted the Gulf Zone Opportunities Act legislation, CDBG Disaster Recovery legislation, and other housing related legislation. He made recommendations on specific CDBG waivers and facilitated community outreach, coordinating with various agencies and departments, national non-profits, regional planning councils, non-governmental organizations, and various faith-based and community-based nonprofits. He assisted with developing strategies, programs, and projects to address local and statewide housing and community development needs. Michael also facilitated community workshops to engage local citizens in planning and built consensus on priority needs. He established collaborative programs; and developed project descriptions, budgets, and implementation plans.

Following Long-Term Community Recovery planning in Louisiana, Mr. Shafer worked with the Road Home Program, managed by ICF International. He analyzed CDBG regulations and waivers from the supplemental federal allocation, assisted the initial effort to structure a program to assist small renters to rebuild, implemented programs to restore homeless facilities and provide rental assistance to homeless households through local homeless coalitions.

**Project Dates:** February 2004 – July 2009

**Reference:** Anita Rechler; Senior Vice President; ICF International; (703) 934-3000

### Housing and Organizational Development Technical Assistance

**Client:** Multiple clients for Common Ground, a well-respected, statewide technical assistance organization

**Description:** Common Ground manages development projects and provides direct technical assistance and organizational capacity building service to non-profits, local governments, and social service agencies. Michael worked closely with The State of Washington Department of Community, Trade, and Economic Development; The City of Seattle Department of Housing and Neighborhoods; Local Initiative Support Corporation (Impact Capital); The Seattle-King County Housing Consortium, local governments; and the Non-Profit Housing Coalition on policy and program development issues. He managed all consulting contracts and participated in preparing and managing HUD technical assistance contracts under the CDBG, HOME Investment Partnerships Program (HOME), Supportive Housing Program (SHP), and Community Housing Development Organization (CHDO) programs.

**Project Role:** Michael held the role of Managing Senior Developer at Common Ground. In addition to the day-to-day participation in housing and organizational development technical assistance, Michael provided direct technical assistance to nonprofit organizations to assist with planning and implementing housing projects, including: financial feasibility, budgeting, site analysis, loan packaging, procurement compliance, project management, bid administration, construction administration,



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and contract management. His organizational technical assistance included such areas of support as: organizational assessments, strategic planning, board training, budgeting, financial management systems, and program planning assistance.

**Project Dates:** March 1999 – June 2001



## ATTACHMENT A - RESUMES

Clint Whited

### PROGRAMMATIC SME

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#### QUALIFICATIONS

- Over 16 Years of experience administering HUD funded grants for cities and counties
- Over 13 years of experience developing and implementing housing rehabilitation programs utilizing local, state and federal funds.
- Provides technical assistance to state and local governments on behalf of HUD on regulatory compliance and grants management best practices.

#### EDUCATION AND TRAINING

- Bachelor of Science, Public Policy 2002, University of Southern California, Los Angeles

#### CERTIFICATIONS

- Certified HOME Program Regulations

#### EMPLOYER DATES AND NAMES

- MDG Associates, Inc.  
Vice-President – Grants Management  
2006 – Present
- L.A. County – Community Development Commission  
Contract Compliance Officer  
2003- 2006

Clint Whited serves as the Vice-President of MDG's Grants Management division. Over the past 13 years, he has assisted cities and counties with the design, administration, and implementation of their HUD-funded CPD Programs. These include but are not limited to the Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), Emergency Solutions Grant (ESG) and Community Development Block Grant – Disaster Recovery (CDBG-DR) programs.

Clint focuses on strategic community investment in affordable housing, development of infrastructure and coordinating the supportive services necessary to achieve local goals and to affirmatively further fair housing choice. Areas of specialization include grants planning (Consolidated Plans, Assessments of Fair Housing), grantee capacity building, compliance monitoring, CDBG and HOME technical assistance, policy and procedure development and the implementation of housing programs including all phases of acquisition, rehabilitation and/or development, resale or rental.

Clint works as a subcontractor to several national Technical Assistance (TA) providers through HUD's Community Compass initiatives. He has provided classroom training on behalf of HUD including Basically CDBG, Assessment of Fair Housing (AFH), Section 3, and the Davis-Bacon Act.

#### RELEVANT PROJECT EXPERIENCE

##### City of Houston CDBG-DR Pre-Award Disaster Recovery Technical Assistance

**Client:** City of Houston via U.S. Department of Housing and Urban Development  
**Description:** The U.S. Department of Housing and Urban Development (HUD) allocated \$5.02 billion in Community Development Block Grant – Disaster Recovery (CDBG-DR) funding to the State of Texas in response to Hurricane Harvey that occurred August 2017. The City of Houston was identified as a "most impacted and distressed" area and was allocated a direct allocation of \$1.15 billion from the State's CDBG-DR allocation. Shortly after the funding announcement, HUD sent a TA team that consisted of the prime contractor and subcontractors that included MDG staff to assist the City in the pre-award functions of the grant. Specific tasks included strengthening community engagement by expanding meaningful participation by the entire community to include; working with the City in assessing their current capacity and identifying the additional capacity needed to launch and implement a disaster recovery program; assisting in drafting and publishing the CDBG-DR Local Action Plan Amendment based on the unmet needs analysis and informed by the community engagement process; advising on program design and best practices relating (but not limited) to small rental programs, homeowner rehabilitation programs, single family development programs, public service activities, and economic revitalization activities; reviewing existing procurement policies and procedures

and assist in drafting a compliant process and documents; and providing Section 3 training to staff. Clint is currently providing TA to assist Houston and its development partners to achieve the City's groundbreaking "Build Better Program" that is

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focused on reaching the City's aggressive workforce development and worker protections goals through implementation of the CDBG-DR programs.

**Project Role:** Clint served as the team lead for the development of the Outreach and Intake Process associated with the Homeowner Assistance Program and the Section 3 training. Clint provided support in the development of the CDBG-DR Local Action Plan and the development of procurement policies and procedures. Clint is currently partnering with another subcontractor to lead the workforce development TA.

**Project Dates:** April 2018 - Present

**Reference:** Tom McCasland, Director; 2100 Travis Street, 9<sup>th</sup> Floor, Houston, TX 77002; [Tom.McCasland@houstontx.gov](mailto:Tom.McCasland@houstontx.gov); (832) 394-6282

### Harris County CDBG-DR Pre-Award Disaster Recovery Technical Assistance

**Client:** Harris County via U.S. Department of Housing and Urban Development

**Description:** The U.S. Department of Housing and Urban Development (HUD) allocated \$5.02 billion in Community Development Block Grant – Disaster Recovery (CDBG-DR) funding to the State of Texas in response to Hurricane Harvey that occurred August 2017. Harris County was identified as a “most impacted and distressed” area and was allocated a direct allocation of \$1.1 billion from the State's CDBG-DR allocation. Shortly after the funding announcement, HUD sent a TA team that consisted of the prime contractor and subcontractors that included MDG staff to assist the City in the pre-award functions of the grant. Specific tasks included strengthening community engagement by expanding meaningful participation by the entire community to include; working with the County in assessing their current capacity and identifying the additional capacity needed to launch and implement a disaster recovery program; assisting in drafting and publishing the CDBG-DR Local Action Plan Amendment based on the unmet needs analysis and informed by the community engagement process; advising on program design and best practices relating (but not limited) to buyout program, rental program, homeowner rehabilitation programs, and single family development programs; and working with staff on the development of a customized grants management software program to track projects, budgets, and accomplishments for reporting to Texas GLO and the Disaster Recovery Grant Reporting (DRGR) system.

**Project Role:** Clint provided support in the development of the CDBG-DR Local Action Plan and advising on the development of the Homeowner Assistance Program Guidelines.

**Project Dates:** April 2018 – December 2018

**Reference:** Daphne Lemelle, Executive Director; 8410 Lantern Point Drive, Houston, TX 77054; [Daphne.Lemelle@csd.hctx.net](mailto:Daphne.Lemelle@csd.hctx.net); (832) 927-4770

### Puerto Rico CDBG-DR Pre-Award Disaster Recovery Technical Assistance

**Client:** Puerto Rico via U.S. Department of Housing and Urban Development

**Description:** The U.S. Department of Housing and Urban Development (HUD) allocated \$1.5 billion in initial Community Development Block Grant – Disaster Recovery (CDBG-DR) funding to the Commonwealth of Puerto Rico in response to the devastation resulting from Hurricane Maria that occurred September 2017. The Commonwealth received a second tranche of 8.2 billion. MDG was a subconsultant for the TA team assigned by HUD to assist the Commonwealth with their capacity assessment and Action Plan process. The work included assessing the capacity of 20+ Municipios to determine the viability of partnering with local governments in the planning and implementation of the Commonwealth's CDBG-DR programs and developing training programs in English and in Spanish to build local capacity to administer CDBG-DR in compliance with Federal cross-cutting requirements such as the uniform administrative requirements, National Environmental Policy Act (NEPA) program and project-level reviews, Section 106 reviews, Davis-Bacon, and Section 3.

**Project Role:** Clint served as a team member for the TA assignment. His role included reviewing and assessing capacity of municipalities (municipios) on the island, provided support in the development of the CDBG-DR Local Action Plan and advising on the development of the Homeowner Assistance Program Guidelines.

**Project Dates:** April 2018 – December 2018

**Reference:** Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division OBGA, HUD; 451 7<sup>th</sup> Street, SW, Washington DC 20410; [Tennille.S.Parker@hud.gov](mailto:Tennille.S.Parker@hud.gov);

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### DIANA SEARL

#### SR. GRANT MANAGER



Diana Searl brings a comprehensive understanding of affordable and disaster assistance housing programs. During her career, Diana has seen every aspect of the affordable housing process, from contractor to developer to federal program compliance. A graduate from the prestigious Gerald R. Ford School of Public Policy and later the Massachusetts Institute of Technology, Diana combines her practical experience with a world class education and extensive training in ArcGIS, STATA, and InDesign. Diana brings a specialty in green building concepts, revitalization initiatives, and resiliency to the GCR team. Diana has demonstrated exceptional leadership as Interim Executive Director of Project Homecoming, overseeing a groundbreaking acquisition and merger between two housing non-profit organizations.

#### QUALIFICATIONS

- Over 8 years of experience in federally funded housing recovery programs
- In depth knowledge of every aspect and role of affordable housing, from construction to compliance
- Extensive experience closing CDBG grants, including HOME funded projects
- Fluent in Spanish

#### EDUCATION AND TRAINING

- Master's in City Planning, 2016, Massachusetts Institute of Technology – Cambridge, MA
- B.A. in Public Policy, 2009, University of Michigan Gerald R. Ford School of Public Policy – Ann Arbor, MI
- Fluent in Spanish

#### EMPLOYER DATES AND NAMES

- GCR Inc., Planner, August 2017
- Project Homecoming Inc., Interim Executive Director (August 2017 – November 2017)
- Project Homecoming Inc., Director of Operations & Real Estate Development (August 2016 – August 2017)
- Urban Habitat Initiatives Inc., Planning (January 2015 – July 2016)

#### RELEVANT PROJECT EXPERIENCE

##### Jefferson Parish HUD Program Technical Assistance Support

**Client:** Jefferson Parish Government

**Description:** GCR is providing overall program management support to the Community Development Department for CDBG, HOME, ESG and CDBG-DR programs. The scope includes regulatory compliance support for the Parish's recovery from Hurricanes Katrina, Rita, Gustav, Ike, and Isaac. GCR's has conducted a full assessment of program operations to identify areas for improvement, the development of policies and procedures for specific programs and overall grants administration, and training staff on best practices and regulatory requirements.

**Project Role:** Diana provides regulatory compliance support, program design and development, program administration and management (for Façade Improvement Program), audit compliance and income verification trainings.

**Project Dates:** August 2017 – Present

**Reference:** Nicole Fontenot, Director of Community Development; 1221 Elmwood Pk. Blvd., Suite 605, Jefferson, LA 70123; TShaw@jeffparish.net; (504) 736-6260

##### East Baton Rouge Redevelopment Authority – Technical Assistance

**Client:** East Baton Rouge Redevelopment Authority (EBBRA)

**Description:** The East Baton Rouge Redevelopment Authority (EBRRA) selected GCR to assist with the development of East Baton Rouge's 2018 Action Plan. GCR is providing administrative oversight and budget preparation tasks, linking one-year action plan projects to the objectives and outcomes developed for the consolidated plan. GCR reviewed and evaluated responses to Requests for Proposals (RFPs) from prospective subrecipients, developers, and community partners. Additional program tasks include overall regulatory and statutory HUD compliance reviews; drafting a proposed budget with conceptual and detailed estimating based on prior year funding allocations; completing subsidy layering analysis for HOME project awards; and preparing documents in compliance with federal, state and local regulations, guidelines, policies and procedures on behalf

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of EBRRA.

**Project Role:** Diana supports all aspects of the project, leading fiscal management efforts, developing documentation required for grant implementations, and providing guidance on key grant requirements.

**Project Dates:** May 2018 – September 2018

**Reference:** Tasha Smith-Saunders, Grants Administrator; East Baton Rouge Redevelopment Authority; 620 Florida Street, Suite 110, Baton Rouge, LA 70801; (225) 387-5606; tsaunders@ebrra.org

### **East Baton Rouge Office of Community Development Grant Management Assistance**

**Clients:** Parish of East Baton Rouge and City of Baton Rouge

**Description:** GCR serves at the primary outside advisor to the Parish of East Baton Rouge and the City of Baton Rouge for the implementation of HUD grants, including the federal HOME program. GCR's role includes providing technical knowledge and expertise in the administration of HUD grants; specifically, file review and maintenance, project implementation, and grants management support.

**Project Role:** While Diana is involved in many areas of project implementation, she focuses on ensuring compliance for HOME developer agreements

**Project Dates:** January 2018 – Present

**Reference:** Rowdy Gaudet, Assistant Chief Administrative Officer; City of Baton Rouge – Parish of East Baton Rouge; 222 Saint Louis Street 3rd Floor Baton Rouge, LA 70802; (225) 389-3000; rowdy@brgov.com

### **City of New Orleans National Disaster Resilience Implementation**

**Client:** City of New Orleans

**Description:** GCR is the primary outside advisor to the City of New Orleans for the implementation of its \$141 million CDBG-NDR award to develop the Gentilly Resilience District, an initiative focused on water management and economic opportunity in a low-lying area of New Orleans. GCR's role includes a variety of components ranging from detailed project coordination, stakeholder engagement, financial analytics, project design and CDBG-NDR regulatory support.

**Project Role:** Diana provides CDBG Basics training support and Federal Procurement training support.

**Project Dates:** May 2018 - Present

**Reference:** Joseph W. Threat Sr., Director, Project Delivery Unit; 1300 Perdido St., Suite 6E15, New Orleans, LA 70112; [jwthreatsr@nola.gov](mailto:jwthreatsr@nola.gov); (504) 658-8666

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### VERONICA REED

#### SR. GRANT MANGER



Veronica is an accomplished professional with multidisciplinary leadership experience that spans national, statewide and local nonprofits; Federal and local housing agencies; and Fortune 500 companies. Veronica has in-depth experience with CDBG policies and regulations as demonstrated in her role as Deputy Director for Housing Policy with the Office of Community Development. Veronica possesses strong management and analysis skills with an ability to effectively define, implement, achieve, monitor, evaluate and report outcomes.

#### EMPLOYER DATES AND NAMES (CONTINUED)

- Computer Sciences Corporation, Senior Project Manager, January 2001 – July 2008
- U.S. Department of Housing and Urban Development Offices of Policy Development and Research and Community Planning and Development, Project Manager, May 1998 – December 2000
- U.S. Department of Housing and Urban Development Offices of Policy Development and Research and Community Planning and Development, Policy Analyst, January 1996 – November 1996
- Federal Home Loan Mortgage Corporation, Relationship Manager, June 1993 – April 1995

#### PRIOR WORK EXPERIENCE

##### Management Consultant and Contract Employment

**Role/Responsibilities:** Veronica was Management Consultant. Veronica developed operations policy manual and workflow/database (Salesforce) technical guide for Urban League, Office of Workforce Development. She provided project management and writing services for Jefferson Parish Public School System's Human Capital Department rewriting its human resource manual. Veronica conducted a landscape analysis of New Orleans public education for the Orleans Public Education Network funded by W.K. Kellogg Foundation; addressed quality and sustainability; included 15 interviews, legislative and policy reviews and an analysis of student performance data. She also developed a small business disaster planning and recovery guide for the Urban League; provided program management support to an education nonprofit, SISTAWorks that funds girls' education in rural Ghana; and developed collateral material (print and web), project management, and supported fundraising (grant writing, annual benefit, and direct mail)

##### Office of Community Development – Orleans Recovery Foundation

**Role/Responsibilities:** Veronica was Deputy Director of Housing Policy. Veronica drafted a comprehensive housing strategy for New Orleans, including the process for engaging City staff, housing advocates, and community leaders in its development; provided contract review, approval, monitoring and compliance oversight and reporting under Disaster CDBG regulations for the sale of Louisiana Land Trust properties by the New Orleans Redevelopment Authority within Orleans Parish; developed the process for and approved the disposition of approximately 900 Land Trust properties with proceeds, fees and taxes of approximately \$16 million; reviewed and scored proposals seeking CDBG and HOME funds; and delivered twice-yearly and final progress and budget reports to the Greater New Orleans Foundation for this grant funded program.

##### Computer Sciences Corporation

**Role/Responsibilities:** Veronica served as Senior Manager of Account Performance, Customer Satisfaction, and Project Management. Veronica

#### EMPLOYER DATES AND NAMES

- Self Employed, Management Consultant and Contract Employment, August 2012 – Present
- City of New Orleans Office of Community Development, Deputy Director of Housing Policy, December 2008 – November 2010

Managed multifunctional teams at 14 accounts that decreased the number of IT infrastructure outages by 81% over an 18-month period; increased server backups by 55% to a 99.9% backup rate over 9 months; and decreased failed server backups

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by 60% to 2.2% over nine months; projects resulted in over \$354 thousand in savings in annual reporting cycle; delivered monthly dashboard.

### **U.S. Department of Housing and Urban Development Offices of Policy Development and Research and Community Planning and Development**

**Role/Responsibilities:** Veronica served as Project Manager. Veronica managed the production of HUD's '97 and '98 Annual Consolidated Reports and Appendices to Congress which provided a comprehensive overview of all HUD programs, funding and performance; captured how programs contributed to HUD's mission of promoting decent affordable housing, economic opportunity and living environments free from discrimination; managed the work of project staff and consultants. Veronica was also lead writer and editor and analyzed the expenditure of CDBG program funds on rental and owner occupied housing entitled, "CDBG Average per Unit Housing Costs in IDIS – New Analysis."

### **U.S. Department of Housing and Urban Development Offices of Policy Development and Research and Community Planning and Development**

**Role/Responsibilities:** Veronica served as Policy Analyst. Veronica reviewed and analyzed housing rehabilitation and economic development data from the CDBG Sec 108 program; developed program policy recommendations identified; and documented innovative grantee projects for the John J. Gunther Blue Ribbon Practices in Community Development awards describing the most effective use of HOME, HOPWA, CDBG, and Continuum of Care Program funding across the country.

### **Federal Home Loan Mortgage Corporation – Affordable Housing Department**

**Role/Responsibilities:** Veronica served as Relationship Manager. Veronica established and maintained relationships with non-profit and for-profit developers, nonprofit lending institutions, lending consortia, and national non-profit organizations with the goal of increasing the purchase volume of low-income mortgages. Veronica managed the corporation's affordable housing-related annual giving (\$500,000); developed internal and external communications related to affordable products; and provided staff support to the Affordable Housing Advisory Committee of the Board.



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### Doug Ongie

#### PROGRAMMATIC SME



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Doug Ongie is an emergency management professional with expertise in disaster recovery, environmental planning, and GIS. Skilled in disaster recovery, he administered approximately \$23 million in Community Development Block Grant Disaster Recovery (CDBG-DR) with the City of Iowa City for the acquisition of 54 flood-impacted homes, down payment assistance on 141 new construction homes, HMGP matching funds, operation assistance for flood-impacted businesses, and housing repair. As a consultant, Doug served as the CDBG-DR technical assistance lead for Boulder County, Colorado on infrastructure and housing projects and was the CDBG-DR implementation lead on a \$23.5 million CDBG-DR grant for Richland County, SC. He also has experience preparing FEMA Public Assistance (PA) Project Worksheets, managing CDBG public facility projects, and completing environmental reviews for construction projects involving HUD and USDA Rural Development funding. Doug holds a Master of Science in Urban and Regional Planning and a Bachelor of Arts in Political Science from the University of Iowa.

#### QUALIFICATIONS

- Served as the CDBG-DR Project Lead for a \$23.5 million grant.
- Administered over \$20 million in CDBG-DR programs for the City of Iowa City.
- Prepared FEMA Project Worksheets for projects in Oklahoma, Texas, and South Carolina.

#### EDUCATION AND TRAINING

- Master of Science in Urban and Regional Planning, Concentrations in Land Use, Environmental Planning, and GIS, 2009, University of Iowa
- Bachelor of Arts, Political Science, 2007, University of Iowa

#### EMPLOYER DATES AND NAMES

- Hagerty Consulting, Inc.  
Recovery Manager  
2019-Present
- Impact7G  
Environmental Planner  
2017-2019
- Tetra Tech, Inc.  
Financial Recovery Specialist  
2014-2017
- City of Iowa City, Iowa  
Associate Planner, Community Development Division  
2009-2013

#### RELEVANT PROJECT EXPERIENCE

##### Environmental Protection Agency (EPA) Brownfields Area-Wide Planning Grant

**Client:** City of Burlington, Iowa

**Description:** Doug led a team to assess current building, infrastructure, and environmental conditions of 267 properties in downtown Burlington, Iowa using the Collector for ArcGIS application as part of an EPA Brownfields Area-Wide Planning Grant. Doug provided support at public input meetings and assisted with development of the full Area-Wide Plan document that was finalized in 2019. Doug also prepared NEPA environmental reviews for USDA Rural Development projects (including the expansion of a natural gas power plant and development of a new industrial park), developed a stormwater best management practices plan for a mixed-use subdivision in Iowa City, and created a new service focused on community and disaster resilience planning.

**Project Role:** Environmental Planner.

**Project Dates:** June 2017 - May 2019

**Reference:** Mike Fisher; Vice-President; Impact7G, Inc.; 9550 Hickman Road, Suite 105, Clive, IA 50325; mfisher@impact7g.com; Phone (319) 551-1579

##### Richland County, SC, CDBG-DR Recovery

**Client:** Richland County, South Carolina.

**Description:** Doug served as the CDBG-DR Project Lead for Richland County, South Carolina on a \$23.5 million grant. His responsibilities included preparing policies and procedures, DRGR entry, updates to the action plan, environmental

reviews for all activities to ensure compliance with the National Environmental Policy Act (NEPA), implementation of a residential rehabilitation and replacement program, business assistance program, HMGP match program, and an



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infrastructure projects that will make the county more resilient to future disasters. Doug also supported the preparation of damage descriptions and cost estimates for FEMA PA Category C Project Worksheets due to the road and bridge damage throughout Richland County.

**Project Role:** CDBG-DR Project Lead

**Project Dates:** October 2016 – May 2017

**Reference:** Valeria Jackson; Community Development Director; Richland County; 2020 Hampton Street, Columbia, SC 29202; jackson.valeria@richlandcountysc.gov; Phone (803) 576-2063

### **Boulder County, CO, CDBG-DR Recovery**

**Client:** Boulder County, Colorado.

**Description:** Doug served as a CDBG-DR Project Lead providing technical assistance, policy guidance, application support, and project implementation oversight for Boulder County. He supported the County's effort to get a waiver to use CDBG-DR funds for private road and bridge reconstruction. He also assisted with the development of housing and infrastructure applications totaling over \$11 million in the first Round of CDBG-DR allocations for Boulder County.

**Project Role:** CDBG-DR Project Lead

**Project Dates:** January 2014 – June 2015

**Reference:** Michelle Krezek; Development Director; Boulder County; 1325 Pearl Street, Boulder, CO 80302; mkrezek@bouldercounty.org; Phone (303) 441-3561

### **City of Iowa City, IA, CDBG-DR Recovery**

**Client:** City of Iowa City, Iowa.

**Description:** Doug administered a \$15.2 million CDBG-DR grant for the acquisition of 54 residential properties damaged after the 2008 floods, a \$2 million CDBG grant for flood-impacted businesses offering rental assistance and loan interest supplements, a CDBG-DR grant for down payment assistance on 141 new homes through the Single Family New Construction Program, and public service and public facility projects through the City's annual CDBG allocation. He also prepared disaster grant budgets and administered \$2.4 million in State Jumpstart disaster grant assistance programs for flood survivors offering repair assistance, interim mortgage assistance, and down payment assistance. Doug created maps for the 2013 Iowa City Sustainability Assessment, UniverCity Partnership Program, Affordable Housing Location Model, and Single Family New Construction Program.

Prepared responses to complaints from the public submitted to City Council, political offices, and the State agencies. He served as a liaison representing the City on the Johnson County Long-term Recovery Committee and meetings with State agencies.

**Project Role:** Associate Planner

**Project Dates:** June 2009 - December 2013

**Reference:** Tracy Hightshoe; Neighborhood and Development Services Director; City of Iowa City; 410 E. Washington Street, Iowa City, IA 52240; tracy-hightshoe@iowa-city.org; Phone (319) 356-5244

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### AARON CHENEVERT

SR. GRANT MANAGER



Aaron Chenevert is an experienced project manager with a demonstrated history in executing dynamic industrial and construction operations, program management, and workplace safety. Experienced in effectively managing a diverse team, Aaron achieves goals driven by efficiency and operational excellence. Aaron is energetic and professional, excelling in risk uncertainty management, troubleshooting, and strategic planning. Aaron is skilled at understanding, translating, and implementing the vision and goals on an operational, program, and project management level.

#### QUALIFICATIONS

- Over 7 years of management experience
- Extensive knowledge of FEMA disaster recovery regulations
- Experienced implementing FEMA's Public Assistance (PA) model

#### EDUCATION AND TRAINING

- Bachelor of Science, Petroleum Technology and Engineering, 2011, Nicholls State University
- Associate of Science, Safety Technology, 2009 Nicholls State University

#### EMPLOYER DATES AND NAMES

- Barbara Lonsberry Associates, LLC, Program Task Force Leader (PD TFL), October 2017 – August 2019
- APTIM, Project Manager, July 2016 – September 2017
- Chevron North American Exploration and Production, Drill Site/Well Site Manager, April 2014 – May 2016
- Chevron North American Exploration and Production, DSM Foundations, April 2013 – April 2014

#### PRIOR WORK EXPERIENCE

##### Barbara Lonsberry Associates, LLC

**Client:** FEMA/FLUOR TAC

**Role/Responsibilities:** Aaron managed a team of Program Delivery Manager (PDMGs) implementing FEMA's Public Assistance (PA) delivery model for Hurricane Harvey Disaster Recovery (DR-4332-TX) efforts. He communicated the Joint Field Office (JFO) operational priorities to the PDMGs. Provided guidance to PDMGs on operational changes and/or newly implemented regulations to the specific disaster. Ensured the workload of PDMGs is balanced, allowing the PDMGs to focus on providing excellent customer service to applicants. Managed and mentored PDMGs throughout the PA grant delivery program; implementing every day changes and focusing on delivering the program on schedule. Aaron maintained the following responsibilities:

- Facilitated the applicant assignments and workload of the team of PDMG(s) in order to deliver the grant development,
- Managed operational objectives and priorities; tracked and reported progress of PDMG(s) activities; and provided issue resolution, coaching and mentoring,
- Tracked and followed up on key activities throughout the delivery process, including results of the weekly follow up meetings and continuous update of the information in the PA Grants Manager database,
- Monitored and reviewed eligibility recommendations; facilitated the Determination

Memo process when issues were raised; managed Recipient (State

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Representative) engagement; and established working relationships with PDMG(s),

- Provided coordination assistance and oversight of EHP and Mitigation support teams.

### **APTIM (formally CB&I Capital Services)**

**Client:** New York City (NYC) Mayor's Office Build It Back Program

**Role/Responsibilities:** Aaron was Project Manager. The Program was designed to assist owners of one to four-unit residential properties seeking repair, reimbursement, or acquisition assistance. He provided program, project and construction management under the New York City (NYC) Mayor's Office Build It Back Program (BiB). Aaron Managed multiple approved general contractors while aiding homeowners whose properties were damaged by Hurricane Sandy.

### **Chevron North American Exploration and Production**

**Role/Responsibilities:** Aaron was Drill Site/Well Site Manager – Drilling & Completions. He managed Drilling Contract (Company Drilling Representative) overseeing all multimillion-dollar Drilling, Workover, and Coil Tubing operations throughout the San Joaquin Valley Business Unit (SJVBU).

### **Chevron North American Exploration and Production**

**Role/Responsibilities:** Aaron was DSM Foundations – Drilling & Completions. He successfully completed Chevron's Drill Site Manager Foundations program consisting of both intensive classroom training in Houston, TX and field drilling and workover operations in both Mid-Continent Business Unit (West TX/Permian Basin) and the Appalachian-Michigan Business Unit (Pennsylvania/Marcellus & Utica Shale).

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### Alexandra Wesley-Smith

SR. GRANT MANAGER



Ms. Alexandra Wesley-Smith is a planning professional with 10 **HAGERTY** years of experience managing the United States (US) Department of Housing and Urban Development (HUD) Community Development Block Grant – Disaster Recovery (CDBG-DR) Program. She has managed more than \$30 million in CDBG-DR recovery projects on behalf of local governments in Louisiana. Having served on recovery projects for Hurricane Gustav, Alex has a deep understanding of recovery programs and the process of assisting communities in undertaking grant administration. She is an expert at building successful partnerships between state, local and federal agencies to support mitigation and recovery.

#### QUALIFICATIONS

- Supported recovery for the City of Santa Rosa, CA, including providing technical assistance, designing infrastructure programs, and developing grant applications.
- Supported recovery from Hurricane Harvey and Hurricane Gustav
- Oversaw more than \$30 million of recovery grants for cities and parishes in Louisiana.

#### EDUCATION AND TRAINING

- Master of Urban and Regional Planning, 1997, University of New Orleans
- Bachelor of Arts, Geography, 1983, University of New Orleans

#### EMPLOYER DATES AND NAMES

- Hagerty Consulting, Inc.  
Senior Managing Associate  
2018 – Present
- ATCS, PLC  
Disaster Recovery Specialist-  
Contractor  
2017–2018
- City of Slidell  
Consultant – CDBG  
2017–2017
- St. Tammany Parish  
Program Manager CDBG/Housing  
2014–2017
- South Central Planning &  
Development Commission  
Planner/Grant Manager  
2009–2014
- University of New Orleans  
Project Manager  
1997–2006

#### RELEVANT PROJECT EXPERIENCE

##### Santa Rosa, CA Recovery

**Client:** City of Santa Rosa, CA

**Description:** Following the destructive 2017 Tubbs Fire, the City of Santa Rosa contracted to assist with recovery efforts. During this project, Alex supported recovery efforts for the City of Santa Rosa by providing guidance and technical assistance of maximizing federal and state recovery allocations. She designed housing and infrastructure programs, and CDBG-DR and hazard mitigation grants while assuring compliance with federal regulations.

**Project Role:** Senior Managing Associates, Recovery

**Project Dates:** August 2018 – Present

**Reference:** David Gouin, Director of Housing and Community Services; (707) 543-3300; DGouin@srcity.org

##### Hurricane Harvey Recovery

**Client:** ATCS, PLC

**Description:** Alex worked with ATCS to support FEMA Direct Housing and Individual Assistance teams in Austin, TX for temporary, intermediate, and long-term housing needs as a result of Hurricane Harvey. She also assisted FEMA by gathering, analyzing, and communicating information with enhanced visual and descriptive representation in order to identify gaps overlaps and challenges. Alex also created content for a decision-making tool to be used by local government to access recovery resources.

**Project Role:** FEMA Disaster Recovery Specialist

**Project Dates:** 2017 – 2018

**Reference:** Jennifer Harris; Project Manager; ATCS, PLC; (804) 351-5292;  
[jennifer.harris@atcsplc.com](mailto:jennifer.harris@atcsplc.com)

##### CDBG Administration

**Client:** City of Slidell, LA

**Description:** Alex was engaged by the City of Slidell, Louisiana to ensure the

## ATTACHMENT A - RESUMES

timely and efficient delivery of CDBG requirements. During this project, she oversaw Consolidated Plans, Annual Plans, Citizen Participation, Environmental Review (ERR), Davis Bacon and labor compliance, and procurement compliance. She also ensured program compliance with the Department of Housing and Urban Development (HUD) rules and prepared for monitoring visits.

**Project Role:** CDBG Administrator

**Project Dates:** March 2017 – October 2017

**Reference:** Tara Ingram-Hunter; Director of Planning; City of Slidell; [Tingram-hunter@cityofslidell.org](mailto:Tingram-hunter@cityofslidell.org); 985-502-7387

### **CDBG Entitlement Community and Louisiana Housing Corporation (HC) House Repair Program**

**Client:** St. Tammany Parish, LA

**Description:** Alex served as the program manager for the CDBG Entitlement community and LHC House Repair Program, where she managed home repair programs, infrastructure projects, public service programs, and allocations worth approximately \$3 million. She created Annual Action Plans for program years 2014-2016, developed new programs in response to community needs, and developed grant applications for the Federal Home Loan Bank (FHLB) home repair program. She was responsible for subrecipient compliance, contract development, monitoring, budgeting, tracking expenditures and accomplishments in HUD's Integrated Disbursement and Information System (IDIS), and also provided technical assistance. Alex also trained and supervised Environment Review processes and approvals.

**Project Role:** Program Manager

**Project Dates:** 2014 – 2017

**Reference:** Vera Clay, (retired); Director of Health and Human Services; St. Tammany Parish; [veraclay@charter.net](mailto:veraclay@charter.net); 985-264-8090

### **South Central Planning and Development Commission CDBG-DR Recovery Projects**

**Client:** South Central Planning and Development Commission

**Description:** During this project, Alex served as the Planner and Grant Administrator for the South Central Planning and Development Commissions' CDBG-DR recovery projects. She was the grant administrator for \$30+ million for CDBG-DR recovery projects, and also prepared and submitted CDBG, Economic Development Administration (EDA), Louisiana Department of Transportation and Development (DOTD), and Delta Regional Authority (DRA) grant applications for communities in the six-parish region. She completed \$20+ million in public infrastructure projects, and performed daily management of all areas including construction, engineering, application, environmental review and labor compliance for road improvements, new water and sewer systems, and the construction of public buildings. Alex built successful relationship between the state and local governments during the project's timeline.

**Project Role:** Planner and Grant Administrator

**Project Dates:** 2009 – 2014

**Reference:** Martha Cauzubon; Director of Planning; South Central Planning and Development Commission, [martha@scpdc.org](mailto:martha@scpdc.org); 985-851-2900

## ATTACHMENT A - RESUMES



### MOLLY MOWERY, AICP

#### SENIOR TECHNICAL ADVISOR



Molly Mowery has over 15 years of experience working on the challenges of sustainability, environmental planning and the wildland-urban interface. She currently serves as the executive director for the Community Wildfire Planning Center, and manages a consulting practice, Wildfire Planning International. Molly's previous experience includes her position as Senior Project Associate for the National Fire Protection Association, where she collaborated with the USDA Forest Service to develop and launch the national Fire Adapted Communities program. Molly serves on the Sustainable Development Code Advisory Council and works closely with the American Planning Association to share her expertise on wildland-urban interface and land use planning topics. She presents nationally and internationally and developed the first Land Use Planning for Wildfire training course for FEMA. She was the lead author for the recent Planning the Wildland-Urban Interface, a publication by the American Planning Association. Molly holds a Master's degree in City Planning from the Massachusetts Institute of Technology.

#### RELEVANT PROJECT EXPERIENCE

##### REALFire

**Client:** Los Angeles Housing and Community Investment Department

**Project Description:** REALFire® is a voluntary property assessment program that helps residents identify specific actions they can take on their property to reduce wildfire hazards. The program was cofounded by Eagle County and the Vail Board of REALTORS. CWPC administers the program in Eagle County, which includes the development and maintenance of the mobile application and associated database, conducting mitigation specialist trainings, stakeholder coordination, and performing outreach and education to promote the benefits of wildfire mitigation.

**Project Role:** Program development, project management, development of wildfire mitigation training and outreach materials, realtor education and outreach.

**Project Role:** Program development, project management, development of wildfire mitigation training and outreach materials, realtor education and outreach

**Project Dates:** July 2014 - Present

**Reference:** Eric Lovgren, Wildfire Mitigation Coordinator, Sustainable Communities Department – Eagle County, CO, (970) 328-8742, eric.lovgren@eaglecounty.us

##### MyWildfireRisk

**Client:** Los Angeles Housing and Community Investment Department

**Project Description:** MyWildfireRisk is a comprehensive program aimed at educating homeowners about their risks to wildfire and encouraging them to

#### QUALIFICATIONS

- Over 15 years of environmental and sustainability experience
- Executive Director of Community Wildlife Planning Center

#### EDUCATION

- M.A. City Planning, 2008, Massachusetts Institute of Technology
- B.S., Contemplative Psychology, 2000, Naropa University
- Assessing Wildfire Hazards in the Home Ignition Zone training
- Weather and the Fire Environment & Fire Behavior training

#### REGISTRATIONS/CERTIFICATIONS

- American Institute of Certified Planners

#### EMPLOYER DATES AND NAMES

- Community Wildlife Planning Center, President and Owner/Executive Director, 2017 – Present
- National Fire Protection Association, Senior Program Manager, 2010 – 2013
- CSA International, Community Hazards Planner, 2009 – 2010
- Cairns Intersphere Consulting, Environmental Consultant, 2008 – 2009
- Scottish Government, Sustainable Development Researcher, 2007
- Clarion Associates, Land Use Planning Consultant, 2004 – 2006
- Waterstone Environmental, Research Associate, 2003 – 2004

## ATTACHMENT A - RESUMES

take actions on their property. CWPC developed the mobile application, database, user interface and web-based spatial application to support the MyWildfireRisk program and delivered trainings to their wildfire mitigation specialists.

**Project Role:** Project management, outreach and educational support for project communications

**Project Dates:** March 2018 - Present

**Reference:** Lilia Colter Falk, Director, West Region Wildfire Council, (970) 615-7300, [wrrwc.lilia@gmail.com](mailto:wrrwc.lilia@gmail.com)

### PRIOR WORK EXPERIENCE

#### **Executive Director, Community Wildfire Planning Center (Colorado, USA)**

- Management of organizational activities, outreach, and development
- Engagement with communities on local assessment programs that target wildfire risk reduction on properties
- Collaboration with realtors and insurance providers on trainings and educational materials

#### **President and Owner, Wildfire Planning International (Colorado, USA)**

- Program development and project management of community wildfire risk reduction projects and teams, including the Community Planning Assistance for Wildfire (CPAW) national program
- Development of the first national Land Use Planning in the Wildland-Urban Interface two-day training course for the Federal Emergency Management Agency
- Expertise in wildfire mitigation activities, including property assessments, defensible space marking, wildland-urban interface planning recommendations, outreach and education
- Stakeholder facilitation and coordination, development of outreach and educational materials to increase awareness in the wildland-urban interface

#### **Senior Program Manager, National Fire Protection Association (Colorado, USA)**

- Development and management of national Fire Adapted Communities program (a cooperative agreement with USDA Forest Service)
- National program spokesperson and NFPA Journal columnist

#### **Community Hazards Planner, CSA International (Florida, USA)**

- Implementation of county post-disaster redevelopment plans and Community Wildfire Protection Plans
- Preparation of Wildfire Mitigation Plan Annex to FL Hazard Mitigation Plan

#### **Environmental Consultant, Cairns Intersphere Consulting (Edinburgh, UK)**

- Management and consultation on land use planning and environmental projects in the United Kingdom, Russia, and Africa
- Business development, marketing, and management of technical staff

#### **Sustainable Development Researcher, Scottish Government (Edinburgh, UK)**

- Analysis and recommendations for land use and sustainable development policy for Scotland's National Planning Framework

#### **Land Use Planning Consultant, Clarion Associates (Colorado, USA)**

- Review, revisions, and implementation of zoning and land use development codes throughout the United States
- Policy research and assistance with development of Comprehensive Plans and model Sustainable Development Code



## ATTACHMENT A - RESUMES



### KELLY JOHNSTON, RPF, FBAN

#### SENIOR TECHNICAL ADVISOR



#### QUALIFICATIONS

- Over 28 years of wildfire/disaster management experience
- Developer of the FireSmart Home Partners national HIZ program in Canada
- Co-developer of Eagle County's REALFire HIZ program

#### EDUCATION

- BSc. Natural Resource Science, 1999, Thompson Rivers University, Kamloops, British Columbia, Canada

#### REGISTRATIONS/CERTIFICATIONS

- ABCFP Registered Professional Firefighter
- IFSAC accredited Structural Firefighter
- Wildfire Mitigation Specialist
- CIFFC Fire Behavior Analyst and Ignition Specialist

#### EMPLOYER DATES AND NAMES

- Community Wildfire Planning Center, Operations Manager, 2017 – Present
- Wildland Professional Solutions, Owner, 2004 – Present
- Partners in Protection Association, Executive Director, 2010 – 2018
- City of Kamloops, BC, CWPP Coordinator, 2005 – 2014
- Parks Canada Agency – Banff National Park, National Park Warden & Fire Officer, 1999 – 2002

Kelly Johnston has been involved in the field of wildland fire management since beginning his career in 1991 as a seasonal firefighter for the British Columbia Forest Service. Kelly focuses his expertise in community wildfire risk assessment, wildland urban interface mitigation solutions, fire behavior analysis, prescribed fire and fire ecology. Kelly works collaboratively with all levels of government, community stakeholders, residents and indigenous partners through key roles and projects that span from local to international levels.

Kelly's current portfolio of notable projects includes: project lead/wildfire risk and forestry lead for the Community Planning Assistance for Wildfire program, developer of the first national WUI Regulations training course for FEMA, co-development of the REALFire® HIZ program and developer of the FireSmart Home Partners (Canada) national HIZ program. Kelly provides wildfire consulting services through his firm Wildland Professional Solution; serves as the WUI Technical Specialist for the Canadian national non-profit, Partners in Protection (FireSmart Canada); is an appointed member of the National Fire Protection Association Committee on Wildland and Rural Fire Protection and serves as the Operations Manager and Director for the Community Wildfire Planning Center non-profit (U.S.).

Kelly also maintains his qualifications as a Registered Professional Forester, IFSAC accredited Structural Firefighter, Wildfire Mitigation Specialist, Fire Behavior Analyst and Ignition Specialist.

#### RELEVANT PROJECT EXPERIENCE

##### REALFire

**Client:** Los Angeles Housing and Community Investment Department

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**Project Role:** Structure ignition and wildfire technical input, mitigation specialist training development and delivery, app development coordination

**Project Dates:** July 2014 - Present

**Reference:** Eric Lovgren, Wildfire Mitigation Coordinator, Sustainable Communities Department – Eagle County, CO, (970) 328-8742, eric.lovgren@eaglecounty.us



## ATTACHMENT A - RESUMES

### **MyWildfireRisk**

**Client:** Los Angeles Housing and Community Investment Department

**Project Description:** MyWildfireRisk is a comprehensive program aimed at educating homeowners about their risks to wildfire and encouraging them to take actions on their property. CWPC developed the mobile application, database, user interface and web-based spatial application to support the MyWildfireRisk program and delivered trainings to their wildfire mitigation specialists.

**Project Role:** Project lead, structure ignition and wildfire technical input, mitigation specialist training development and delivery, app development coordination

**Project Dates:** March 2018 - Present

**Reference:** Lilia Colter Falk, Director, West Region Wildfire Council, (970) 615-7300, [wrrwc.lilia@gmail.com](mailto:wrrwc.lilia@gmail.com)

### **PRIOR WORK EXPERIENCE**

#### **Operations Manager, Community Wildfire Planning Center**

- Outreach, engagement and liaison with communities, stakeholders and partners
- Program development, technical oversight, training delivery and program management

#### **Wildland Fire Consultant, Owner Wildland Professional Solutions Penticton, BC**

Extensive experience in:

- Data collection, analysis, gap analysis and reporting for the development of prescriptions, standards, strategic direction and policy
- Landscape vegetation and fire management planning, fire behavior analysis, high complexity planned prescribed and wildfire ignition operations and leadership on wildland fire and wildland/urban interface fire operations.
- Community wildfire risk assessment, outreach and engagement, mitigation and program development at local, regional, national and international scales.

#### **Executive Director, Partners in Protection Association (FireSmart Canada)**

Technical Advisor

- Leadership in all aspects of FireSmart principles, program development, marketing, training, promotion and education through presentation delivery to agencies, stakeholders, elected officials and public on local, regional, provincial, national and international levels
- International outreach

#### **Appointed Member- Wildland and Rural Fire Protection Technical Committee (National Fire Protection Association)**

This committee has the primary responsibility for the development and updating of the NFPA standards and documents on fire protection in wildland, rural, and suburban areas. Responsibilities:

- NFPA 1141, Standard for Fire Protection Infrastructure for Land Development in Wildland, Rural, and Suburban Areas
- NFPA 1142, Standard for Water Supplies for Suburban and Rural Firefighting
- NFPA 1144, Standard for Reducing Structure Ignition Hazards from Wildland Fire

#### **Appointed Member- Wildland-Urban Interface Technical Committee (National Research Council of Canada)**

- Technical committee responsible for developing a national Wildland-Urban Interface Code (in development)

#### **Appointed Member- Fire Resilient Community Planning for Northern Regions Technical Committee (Canadian Standards Association/ Canadian Standards Council of Canada)**

- Technical committee responsible for developing a national Wildland-Urban Interface fire resiliency community development standard for northern communities (in development)

## **ATTACHMENT A - RESUMES**

### **Natural Resource Section Lead, CWPP Coordinator, City of Kamloops, BC**

- Primary researcher, author and leadership in community and landscape level fire management planning, implementation and supervision of all aspects of the Community Wildfire Protection Program and Forest health (Invasive Plants, Pine Beetle and Douglas fir tussock moth programs)

### **Western Canada Fire Management Officer, Parks Canada, National Fire Centre, Calgary, AB**

- Coordinate the Parks Canada national fire management program
- Development of Parks Canada national fire management plan, policy and operations directives
- Type 1 certified leadership at national, area command and incident levels across Canada and the USA
- Regional/National/ International collaboration and training (Australia, New Zealand, Indonesia)

### **National Park Warden & Fire Officer, Parks Canada Agency- Banff National Park, AB**

- Community wildfire mitigation, landscape vegetation/fire management planning, forest fuel management and prescribed fire planning, implementation and supervision.
- Individual structure assessment and wildfire mitigation planning and work
- Type 1 and 2 leadership during fire operations at Complex and Incident levels across Canada and the USA

### **Initial Attack Fire Crew Leader, BC Forest Service and Parks Canada Agency, Canada**

- Forest fuel management and prescribed fire planning, implementation and supervision
- Individual structure assessment and wildfire mitigation work
- Type 1 and 2 leadership during fire operations at Complex and Incident levels