

STANDARD AGREEMENT

STD 213 (Rev. 10/2018)

AGREEMENT NUMBER

16-NDR-12531

PURCHASING AUTHORITY NUMBER (if applicable)

1. This Agreement is entered into between the Contracting Agency and the Contractor named below:

CONTRACTING AGENCY NAME

Department of Housing and Community Development

CONTRACTOR NAME

GCR Inc.

2. The term of this Agreement is:

START DATE

Upon DGS Approval

THROUGH END DATE

06/30/2023

3. The maximum amount of this Agreement is:

\$387,751.00

4. The parties agree to comply with the terms and conditions of the following exhibits, which are by this reference made a part of the Agreement.

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Items shown with an asterisk (*), are hereby incorporated by reference and made part of this agreement as if attached hereto. These documents can be viewed at www.dgs.ca.gov/ols/resources/standardcontractlanguage.aspx

IN WITNESS WHEREOF, THIS AGREEMENT HAS BEEN EXECUTED BY THE PARTIES HERETO.

CONTRACTOR

CONTRACTOR NAME (if other than an individual, state whether a corporation, partnership, etc.)

GCR Inc.

CONTRACTOR BUSINESS ADDRESS

2021 Lakeshore Drive, Suite 500

CITY

New Orleans

STATE

LA

ZIP

70122

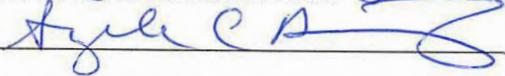
PRINTED NAME OF PERSON SIGNING

Angele C. Romig

TITLE

Executive V.P. / GM

CONTRACTOR AUTHORIZED SIGNATURE



DATE SIGNED

6/12/19

STATE OF CALIFORNIA

CONTRACTING AGENCY NAME

Department of Housing and Community Development

CONTRACTING AGENCY ADDRESS

2020 West El Camino Avenue, Suite 130

CITY

Sacramento

STATE

CA

ZIP

95833

PRINTED NAME OF PERSON SIGNING

Synthia Rhinehart

TITLE

Contracts Office Manager

CONTRACTING AGENCY AUTHORIZED SIGNATURE



DATE SIGNED

6/13/2019

STANDARD AGREEMENT

STD 213 (Rev. 10/2018)

AGREEMENT NUMBER
16-NDR-12531

PURCHASING AUTHORITY NUMBER (if applicable)

CALIFORNIA DEPARTMENT OF GENERAL SERVICES APPROVAL

EXEMPTION, IF APPLICABLE



EXHIBIT A

AUTHORITY, PURPOSE AND SCOPE OF WORK

1. GCR Inc., hereafter referred to as the (“Contractor”), agrees to provide to the Department of Housing and Community Development, hereafter referred to as (“HCD” or “Department”), the services (“Work”) as described herein. Work will be paid for with Community Development Block Grant National Disaster Resilience (“CDBG-NDR”) federal funding awarded by the United States Department of Housing and Urban Development (“HUD”) through the National Disaster Resilience Completion (“NDRC”).

In November of 2015, HCD submitted an application for funding under NDRC and was awarded approximately seventy million dollars to implement the Community and Watershed Resilience Program (“Program”) consisting of three project activities in Tuolumne County for resilient recovery from the Rim Fire, a federally declared disaster. The Program and its associated activities will assist in community recovery efforts and building resiliency for future disaster events. HCD coordinated the design of the Program and its three activities with 10 different local, state and federal contributors (“Core Team”). Some members of the Core Team will continue to provide guidance and support in the grant implementation processes for the Program and associated project activities. Some of the Core Team members will receive an award of CDBG-NDR funding from HCD (“subgrantee”) via grant agreements with HCD. These subgrantees shall be responsible for implementing the three projects and their associated activities. HCD will be responsible to HUD for grant administration and ensuring program and activity compliance with federal laws and regulations associated with CDBG-NDR funding. Contractor shall provide CDBG-NDR Technical Assistance (TA) and training to support HCD and all Subgrantees in implementation of the three project activities.

2. The Work shall be provided onsite at HCD or Grantee offices or remotely as needed by subgrantees and HCD. Work shall be provided during hours of 8:00 am to 5:00 pm, Pacific Time, Monday through Friday, excluding State observed holidays, as applicable.
3. Reimbursement for Work performed will be done on hourly staff time. No travel, supplies or equipment will be reimbursed under this Agreement.
4. The Representatives during the term of this Agreement will be:

Department of Housing and Community Development	GCR Inc.
Section/Unit: DFA/Contract Management	Section/Unit: N/A
*Contract Manager: Patrick Talbott	Project Manager: Nathan Cataline
Address: 2020 West El Camino Avenue, Suite 500	Address: 2021 Lakeshore Drive, Suite 500
Sacramento, CA 95833	New Orleans, LA 70122
Phone: (916) 263-2297	Phone: (504) 304-0687
Email: Patrick.talbott@hcd.ca.gov	Email: ncataline@gcrincorporated.com

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**HCD shall have the right to change the Contract Manager from time to time throughout the term of this Agreement. Such change shall not require the consent of Contractor. HCD shall 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 shall constitute an amendment to this Agreement.*

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

Team of qualified staff: GCR and HCD agreed upon the qualified team of staff listed in Exhibit B, which HCD worked with under the 16-NDR-11271. Resumes of those staff are included in Attachment A of this Agreement. These staff will be available during the term of this Agreement for work on NDR TA activities.

Tasks listed below are contingent upon the status of the NDR project activity and third parties involved in implementation. Delays in project activity implementation, anticipated or unanticipated, will cause dates of task listed below to be changed. These implementation changes shall not be a cause for an amendment to this Agreement.

A. **Tasks Assignment 1: Coordination Meetings:**

Contractor Primary staff shall participate in up to five (5) monthly one-hour coordination meetings with HCD and other NDR Partners. Contractor will generate draft agenda, using HCD format, and provide to meeting attendees 48 hours prior to each meeting. Within 48 hours after a meeting, Contractor will provide detailed follow up notes/action items, using HCD format. Some monthly meetings may not always be necessary or there may be a need for multiple meetings in a month in order to resolve an issue or provide capacity technical assistance. Each meeting will last up to one hour:

- 1) Bi-Monthly technical assistance (TA) meetings with HCD staff. HCD staff will set and lead the meeting. GCR will provide meeting agendas using HCD template. Agenda will cover specific TA topics and deliverables on overall NDR compliance and each pillar. After meeting, GCR will provide meeting notes and action items using HCD template.
- 2) Bi-Monthly Core Team calls with all NDR Partners. HCD staff will set and lead the meeting. HCD staff will provide agenda and follow up meeting notes. GCR staff will join the call and provide guidance, as needed, to the Core Team on CDBG-NDR compliance, as well as advice on managing project implementation and recommending TA and capacity to overcome identified challenges.
- 3) Monthly Community Resilience Center (CRC) project coordination meetings. HCD staff will set and lead the meeting. GCR will provide agendas using HCD template. Agenda will cover specific TA topics and deliverables/action items regarding the CRC pre-development, and after CRC approvals, discussions on CRC implementation and compliance. GCR will provide notes with follow action items using HCD template.
- 4) Monthly Forest and Watershed Health Project (FWHP) coordination meetings. HCD will set and lead the meeting. GCR will provide meeting agendas using HCD template. Agenda will cover TA topics and deliverables/action items regarding

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FWHP implementation and compliance. GCR will provide meeting notes and action items using HCD template.

- 5) Monthly Biomass Utilization Facility (BUF) project coordination meetings. HCD will set and lead the meeting. GCR will provide agendas using HCD template. Agenda will cover TA topics and deliverable/action items regarding BUF and how best to address barriers or to facilitate implementation of BUF projects. GCR will provide meeting notes and action items using HCD template.

HCD may increase or reduce the number of monthly meetings, based on HCD staff availability and need.

B. **Tasks Assignment 2: Support of HCD and Subgrantees on Federal Overlay Compliance Processes:**

Contractor shall work with HCD to ensure that applicable federal overlay compliance standards required for the State of California are met and documented. Follow up from initial overlay compliance technical assistance will be needed to ensure HCD continues with compliance processes and documentation. Contractor will also support subgrantees in their ongoing federal and state compliance processes. This technical assistance includes updated guidance on federal compliance that HUD has changed, via federal register notice, etc. The following are a list of some of the federal overlay compliance processes that HCD anticipates having support on from Contractor:

- 1) HCD NEPA/CEQA environmental review process for FWHP Fuel Break activities, including USFS and BLM.
- 2) HCD NEPA/CEQA environmental review process for BUF projects, prior to release of implementation funding.
- 3) HCD Prevailing Wage compliance documentation process for BUF project construction.
- 4) HCD and Subgrantee TA on Limited English Proficiency (LEP) plan, Equal Opportunity, Section 504, Section 3, citizen participation.
- 5) Subgrantee Prevailing Wage process for CRC, BUF and FWHP project activities.
- 6) Subgrantee URA Real Property Acquisition compliance for CRC and BUF project activities.

C. **Tasks Assignment 3: Support of HCD and Subgrantees on Federal Reporting Processes:**

Contractor shall work with HCD to ensure that applicable state and federal reports are submitted in a timely fashion. Contractor will also support subgrantees in their ongoing federal reporting processes. This technical assistance includes updated guidance on federal reporting in Disaster Recovery Grant Reporting (DRGR) system. The following is a list of some the federal and state reporting that HCD anticipates having support on from Contractor:

EXHIBIT A

- 1) Assisting HCD with DRGR data management and reporting for generating accurate timely reports to HUD.
- 2) Submittal of HCD semi-annual Davis Bacon Labor standards reports to HUD.
- 3) HCD Annual Plan and Comprehensive Plan (every five years) submitted annually in August.
- 4) Subgrantees submission of Davis Bacon Labor standards reporting to HCD.
- 5) Subgrantees submission of Annual Performance Reports (APR) to HCD.

HCD may increase or reduce the number of reports that are supported by the Contractor, based on increased requirements.

D. **Tasks Assignment 4: Review of HCD Agreements and Project Documents:**

Contractor shall review HCD agreements with subgrantees and consultants. Contractor will review compliance/policy language in these documents prior to execution and implementation. Contractor will review agreement scopes of work for compliance with HUD eligible activity, national objective and eligible cost standards, per the NDRC application and federal regulations. Compliance comments from the Contractor will be incorporated as needed into the final documents. The following are a list of some of the documents which HCD anticipates having reviewed by the Contractor:

- 1) BUF Community Based Development Organization (CBDO) agreements, includes eligibility documents for non-profit entity.
- 2) BUF project funding documents: planning grant program and financing program guidelines; financing securitization agreements.
- 3) California Conservation Corp (CCC) agreements.
- 4) County CRC agreements for: real property acquisition, architectural final plans and specs, construction bid documents, construction agreements and amendments, non-profit lease agreements.
- 5) USFS contracting documents for fuel break activities.

HCD may increase or reduce the number of reviewed agreements and project documents.

E. **Tasks Assignment 5: Subgrantee Procurement Compliance Reviews:**

Contractor shall review HCD and Subgrantee procurement processes for compliance HUD standards prior to execution. GCR will review agreements, contracts and program documents CDBG-NDR compliance. Ensure scope of work in NDR agreement meets HUD standards contained in the Phase 2 application. HCD will ensure Compliance comments from the Contractor are incorporated. The following is a list of documents which HCD anticipates having to be reviewed by the Contractor:

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- 1) Review and provide guidance to CBDO on BUF pillar procurements, three (3), for business development specialist, environmental review services and labor standards services needed for BUF project implementation.
- 2) Review and provide guidance to County CRC procurements, appraisal services, real property acquisition and construction for each CRC.
- 3) Review of County CRC change orders Cost Reasonableness analysis.
- 4) Review and guidance on USFS procurements for fuels reduction service contracts, rangeland infrastructure construction contracts, fuel break service contracts, reforestation service contracts.
- 5) Review USFS change order Cost Reasonableness analysis.

HCD may increase or reduce the number of procurement reviews as needed, based on need for additional procurement work required by HCD or subgrantees.

F. **Tasks Assignment 6: Software Support:**

Contractor shall provide support for use of their proprietary software, GrantCentral. Support will allow ease of use by HCD staff and subgrantees. The following are a list of some of the support which HCD anticipates having to be done by the Contractor:

- 1) Provide minor text and formatting adjustments to software.
- 2) Provide webinar trainings to HCD and subgrantees on use of GrantCentral to process funds requests, loading performance metrics data and reports.
- 3) Phone calls with HCD or Partners to review GrantCentral functions and processes.
- 4) Download all data and documentation from GrantCentral to HCD system for final files of records storage by HCD.

GrantCentral software will be supported to allow for consistent reporting and accounting.

G. **Tasks Assignment 7: Obtaining HUD Approval of NDR Amendments and Waivers:**

Contractor shall provide support to HCD on submitting action plan amendments and waiver requests to HUD:

- 1) Substantial amendments NDR Action Plan.
- 2) Federal Register waiver requests.

GCR will assist with generating a suitable justification for each amendment or waiver request, give guidance on public comment and submittal process.

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H. **Tasks Assignment 8: Assist with Subgrantee Monitoring:**

Contractor shall provide support to Subgrantees on monitoring conducted by HCD on an annual basis. The following are a list of some of the support which HCD anticipates having the Contractor complete:

- 1) Annual webinar trainings on use of updated forms and process for NDR reporting and record keeping in preparation for monitoring.
- 2) Support HCD staff on annual review process.
- 3) Support in subgrantee monitoring preparation. Provide guidance on resolution of monitoring issues found with Subgrantees.

Subgrantee monitoring will be done using site visits to review NDR files using HCD monitoring checklists. HCD staff will review NDR documents in the subgrantee's office. HCD staff may also have subgrantee submit documentation for HCD staff to review at their desk.

I. **Tasks Assignment 9: Assist with HUD or OIG Monitoring:**

Contractor shall provide support to HCD and subgrantees during preparation for HUD or OIG monitoring. Contractor will provide support during monitoring issue follow up and resolution. The following are a list of some of the support which HCD anticipates having to be done by the Contractor:

- 1) Review of HCD compliance files prior to HUD or OIG monitoring to identify any gaps in documentation.
- 2) Review of subgrantee compliance files prior to HUD or OIG monitoring to identify any gaps in documentation.
- 3) Support HCD and subgrantee responses to HUD monitoring issues.

HUD and OIG monitoring will be done at HCD's office. Contractor staff will come on site and facilitate preparation of files for HCD and subgrantees.

J. **Tasks Assignment 10: Assist HCD with Close out of Subgrantee Agreements and HUD Agreement:**

Contractor shall provide support to HCD and subgrantees during preparation for the Agreement Close-out process. Subgrantee close outs will take place after all activities are completed and eligible funds are expended. HUD close out will take place just prior to expiration of the HUD grant agreement with HCD. Contractor will provide support during close-out process to ensure HCD reconciliations are completed and final reports are submitted to HUD. The following are a list of some of the support which HCD anticipates having to be done by the Contractor:

- 1) Review of HCD close out process for subgrantees to ensure all final compliance is documented.

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- 2) Review of HCD close out process for HUD grant to ensure all final steps are taken for grant close out in accordance with HUD standards.

HCD and HUD close outs will be done at HCD's office. Contractor staff facilitate close out reviews offsite.

K. Performance Requirements/Milestones

- 1) Per Federal Register Notice FR-5936-N-01, all agreements/contracts which are paid for with NDR funding must have performance milestones and penalties. The performance milestones listed below are only for key components of the Work, therefore they do not reflect all Work and deliverables listed above.
- 2) The following are the performance milestones included in this Agreement:
 - a) Contractor staff will meet at least monthly, in-person or by phone, with HCD and subgrantees during the term of this Agreement.
 - b) Within one month of signing this Agreement, Contractor shall complete an evaluation of tasks listed above. Based on the evaluation, Contractor will work with HCD staff to generate a list of priorities for the Tasks in the Work above. Contractor will provide a timeline for completing work based on how the prioritization will allow HCD to meet NDR implementation by September 30, 2022.
 - c) Within three months of signing this Agreement, Contractor shall have assisted HCD and subgrantees to prepare for HUD monitoring in September 2019.
 - d) Within six months after execution of this Agreement, Contractor shall assist HCD with reconciling all three data base systems, GrantCentral, CAPES and DRGR so that all systems contain the same terms and similar budgeting systems.
 - e) Within 12 months after execution of this Agreement, Contractor shall provide TA to HCD and subgrantees which enables annual monitorings to take place per the Tasks described above.
 - f) Within 18 months after execution of this Agreement, Contractor will evaluate potential waiver requests or action plan amendments needed to facilitate completion of the HUD grant activities.
 - g) Within 24 months after execution of this Agreement, Contractor will facilitate any waiver needed for lowering expenditure requirement associated with low moderate income national objective compliance.
 - h) Within 36 months after execution of this Agreement, Contractor will complete capacity building technical assistance needed for NDR grant close out.

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L. **Performance Penalties**

HCD reserves the right to withhold ten percent of Contractor payment amount if any of the performance milestones listed above is not reached. Such retained amount shall be withheld until Contractor documents to the satisfaction of HCD that they have come into compliance with the above performance measures. Contractor shall be excused from the performance obligations of Section K.1) above to the extent that Contractor's non-compliance is as the result of HCD failure to perform under this Agreement and such failure prevented contractor from timely satisfying the applicable performance milestone. HCD will use reasonable efforts to ensure subgrantees and their subrecipients and contractors cooperate with Contractor in providing TA and capacity building.

M. **Effective Date and Term**

- 1) This Agreement is effective upon California Department of General Services (DGS) approval. The termination date of this June 30, 2023, with the option for HCD to extend the term for one additional year using the same hourly consulting rates in Exhibit B. No services shall be provided before approval by DGS, or after the termination date.
- 2) 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: \$387,751.00.

2. Billing Schedule

HCD is securing GCR with subcontractors to provide capacity building for HCD staff and Grantees. Increased capacity will result from training and technical assistance Work provided by GCR staff listed below. The Contractor shall provide staff time to complete the tasks listed above over the period of this Agreement at the rates specified below. Per the proposal, the Contractor shall provide a project manager who will serve as the primary coordinator for Contractor's delivery of TA and capacity building under this Agreement. Other GCR staff and subcontractor staff listed below shall support the HCD contract manager and be used to directly provide training and technical assistance to HCD, subgrantees and Core Team members.

HCD is also requiring the Contractor to manage a web-based grant management software system, GrantCentral. The Contractor shall technical assistance in support of the software as needed to facilitate the completion of the grant.

GCR Inc.	Title	Hourly Rate
Primary Staff:		
Ted Guillot	Project Director	\$206.40
Nathan Cataline	Project Manager	\$116.57
Adrienne Duncan	Senior Technical Advisor	\$116.57
Secondary Staff:		
Jennifer Day	Senior Technical Advisor	\$116.57
Matthew Pangrazio	Senior Technical Advisor	\$116.57
Diana Searl	Senior Technical Advisor	\$116.57
Ella Camburnbeck	Senior Technical Advisor	\$116.57
Angie Traill	Senior Technical Advisor	\$116.57
Cesar Castro	Senior Technical Advisor	\$116.57
Simon Penning	Analyst	\$80.00
Lyneisha Jackson	Analyst	\$80.00
Jamiela Sekou	Analyst	\$80.00
Kevin Viola	Data Analyst	\$83.00
David Elkins	Developer	\$104.00

EXHIBIT B

Sub-Contractors		
KW Consultants		
Secondary Staff:		
Kathleen Weissenberger	Principal	\$116.57
APTIM		
Primary Staff:		
Jordanna Rubin	Senior Manager	\$129.60
Secondary Staff:		
Jo Carol	CDBG-DR SME	\$150.00
Jeffrey Daughters	Fiscal Manager	\$96.00
Angela Lawson	Senior Manager	\$129.60
Tom Machen	Labor Standards, SME	\$170.00
Kathy Kinsland	Environmental, SME	\$150.00
Jonathon Hunt	Procurement, SME	\$96.00

3. Invoicing and Payment

- A. For services satisfactorily rendered, and upon receipt and approval of monthly Funds Request forms with invoices and documentation of staff time and materials. HCD agrees to compensate the Contractor the monthly invoice amount. Contractor and HCD will use a task assignment billing schedule to track Work and ensure there is sufficient funding under this Agreement to complete all Tasks prior to expiration of HUD NDR funding.

All supplies, travel and staff time costs are included in the above hourly rates. Because successful implementation of Work under this Agreement is based on key "Primary Staff" listed above, these staff shall not have any substitutions made without a formal written approval. GCR Secondary support staff may be charged under this Agreement and these staff may be substituted without formal written HCD approval, but they will not be used in place of key staff listed above.

- B. Invoices must include this Agreement number and an invoice number. Handwritten Agreement number is not acceptable.
- C. Invoices shall be submitted not more frequently than monthly, in arrears, to:

Department of Housing & Community Development
 Grant Management Section
 2020 West El Camino Avenue, Suite 500
 Sacramento, CA 95833
 Attn: Patrick Talbott

EXHIBIT B

4. **Budget Contingency Clause**

- A. All agreements/contracts, except for State construction projects that are funded in whole or in part by the Federal government, must contain a 30-day cancellation clause and the following provisions:
- 1) It is mutually understood between the parties that this contract may have been written for the mutual benefit of both parties before ascertaining the availability of congressional appropriation of funds to avoid program and fiscal delays that would occur if the contract were executed after that determination was made.
 - 2) This contract is valid and enforceable only if sufficient funds are made available to the State by the United States Government for the fiscal year 2018-2019 for the purpose of this program. In addition, this contract is subject to any additional restrictions, limitations, or conditions enacted by the Congress or to any statute enacted by the Congress that may affect the provisions, terms, or funding of this contract in any manner.
 - 3) The parties mutually agree that if the Congress does not appropriate sufficient funds for the program, this contract shall be amended to reflect any reduction in funds.
 - 4) The Department has the option to invalidate the contract under the 30-day cancellation clause or to amend the contract to reflect any reduction in funds.
- B. Exemptions from provisions 4.A.1) through 4.A.4) above may be granted by the Department of Finance provided that the director of the State agency can certify in writing that Federal funds are available for the term of the contract.
- C. GC § 8546.4(e) provides that State agencies receiving Federal funds shall be primarily responsible for arranging for Federally required financial and compliance audits, and shall immediately notify the Department of Finance, the State Auditor, and the State Controller when they are required to obtain Federally required financial and compliance audits.
- D. It is mutually agreed that if the Budget Act and/or HUD's award to HCD 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.
- E. If funding for any fiscal year is reduced or deleted by the Budget Act and/or HUD's award to HCD for purposes of this Agreement, 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**

Reimbursement 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 two copies of each publication and report required plus one reproducible original.

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 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).

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

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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.4.

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.
- 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:

EXHIBIT D

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 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 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.

EXHIBIT D

- 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 first class mail properly addressed, postage fully prepaid, to the address beneath the name of each respective party. Such notice shall be effective when received as indicated by post office records. Alternatively, notice may be given by personal delivery by any means whatsoever to the party and such notice shall be deemed effective when delivered.

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

EXHIBIT D

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.

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

EXHIBIT D

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.

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

EXHIBIT D

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/her 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 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,

EXHIBIT D

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 10355 through 10382 pertaining to the duties, obligations and rights of a consultant service contractor are applicable to this Agreement.

25. Evaluation of Contractor's Performance

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 Agreements 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.

EXHIBIT D

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.

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

EXHIBIT D

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.

EXHIBIT E

CDBG-NDR TERMS AND CONDITIONS

1. Required Insurance Certificates

- A. Prior to executing this Agreement, the Contractor shall provide the Department with current insurance coverage certificates evidencing the following types of insurance as required by federal and California regulations:
- 1) Worker's compensation insurance.
 - 2) Annual commercial general liability Insurance for a minimum amount of \$1,000,000.
- B. Such insurance shall be in force during the entire term of this Agreement, shall be the Contractor's sole cost, and shall be in such amounts as the Department deems necessary.

2. Required Dun and Bradstreet DUNS Number

Prior to executing the Agreement, Contractor shall provide Contract Manager with the current DUNS number for their company and any subcontractors. HUD requires all grantees, state recipients, subrecipients and contractors to provide DUNS numbers for their agency.

3. Debarment and Suspension

Per Executive Orders 12549 and 12689 and 2 CFR 180.220, a contract award must not be made to parties listed on the government wide exclusion System for Award Management (SAM). Prior to award of any contracts or subcontracts under this Agreement, contractors and subcontractors will have their debarred status checked on the government wide exclusions in the SAM.

4. Required Federal Language from 2 CFR Part 200 Appendix II

The Department is required to have this language in all CDBG agreements. The Department is also requiring all other state agencies, state recipients and subrecipients who are using CDBG funding to have this language in their agreements.

- A. Remedies: Contracts for more than the simplified acquisition threshold (currently \$150,000) must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms and provide for such sanction and penalties as appropriate. See Agreement Exhibit A.I. for performance requirements and penalties language. See Exhibit D.21. for legal remedies for breach of contract.
- B. Termination for Cause and Convenience: See Agreement Exhibit D.23., Suspension or Termination language.
- C. Non-Discrimination Language from 41 CFR Part 60-1.4(b):
- Contractor shall comply with Executive Order 11246 of September 24, 1965, entitled "Equal Employment Opportunity", as amended by Executive Order 11375 of October 13, 1967, and as supplemented in Department of Labor regulations (41 CFR Chapter 60).
- D. Clean Air Act and the Federal Water Pollution Control Act:
- This Agreement is subject to the requirements of the Clean Air Act (42 USC 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended. Any

EXHIBIT E

contracts or subgrants made under this agreement, in excess of \$150,000 must contain this provision. Contractor agrees to comply with all applicable standards, orders or regulations issues pursuant to the Clean Air Act and the Federal Water Pollution Control Act. Any violations of this act will be reported to the Department of Housing and Urban Development and the Regional Office of the Environmental Protection Agency (EPA).

E. Byrd Anti-Lobbying Amendment

Per the Byrd Anti-Lobbying Amendment (31 U.S.C. 1352) -- All contractors that apply or bid for an award exceeding \$100,000 must file the required certification. The Contractor must certify that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other contract award covered by the above referenced Amendment. The Contractor must also disclose any lobbying with non-Federal fund that take place in connection with obtaining any Federal award.

F. Procurement of Recovered Materials

A non-Federal entity that is a state agency or agency of a political subdivision of a state and its contractors must comply with section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired during the preceding fiscal year exceeded \$10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

G. Rights to Inventions Made Under a Contract or Agreement

If a Federal award meets the definition of "funding agreement" under 37 CFR 401.2(a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of recipient or subrecipient must comply with requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements, "and any implementing regulation issued by the awarding agency.

5. **Conflict of Interest of Members, Officers, or Employees of Contractors, Members of Local Governing Body, or Other Public Officials**

Pursuant to 24 CFR 570.489(g) and (h), 2 CFR Part 570, and 24 CFR 85.36(b)(3), no member, officer, or employee of the Jurisdiction, or its designees or agents, no member of the Governing Body of the locality in which the program is situated, and no other public official of such locality or

EXHIBIT E

localities who exercise or have exercised any functions or responsibilities with respect to CDBG activities assisted under this part, or who are in a position to participate in a decision-making process or gain inside information with regard to such activities, may obtain a financial interest or benefit from a CDBG-assisted activity, or have a financial interest in any contract, subcontract or agreement with respect to a CDBG-assisted activity or its proceeds, either for themselves or those with whom they have business or immediate family ties, during their tenure or for one (1) year thereafter. The Jurisdiction shall incorporate, or cause to be incorporated, in all such contracts or subcontracts a provision prohibiting such interest pursuant to the purposes of this Section. It is further required that this stipulation be included in all subcontracts to this contract.

6. **Conflict of Interest of Certain Federal Officials**

No member of or delegate to the Congress of the United States, and no resident commissioner, shall be admitted to any share or part of this Agreement or to any benefit to arise from the same. The Jurisdiction shall report all perceived or actual conflicts of interest cases to the State for review before financial benefits are given.

7. **Compliance with State and Federal Laws and Regulations**

The Contractor is responsible for compliance with all applicable Federal or State laws, Executive Orders, and regulations of the CDBG NDRC program.

- A. The Contractor agrees to comply with all State laws and regulations that pertain to construction, health and safety, labor, fair employment practices, equal opportunity, and all other matters applicable to the contractor, its subcontractors, and any other State provisions as set forth in this Agreement.
- B. The Contractor agrees to comply with all federal laws and regulations applicable to the CDBG Program, NDRC appropriation and to the activity(ies), and with any other federal provisions as set forth in this Agreement.

8. **Access to Records and Record Retention**

Access by HCD or other state agency or subgrantee, the Federal grantor agency, the Comptroller General of the United States, or any of their duly authorized representatives to any books, documents, papers, and records of the Contractor which are directly pertinent to that specific contract for the purpose of making audit, examination, excerpts, and transcriptions.

All records must be retained by the Contractor for no less than three years after receiving final payment from HCD and all other pending matters are closed.

9. **Energy Policy and Conservation Act**

This Agreement is subject to mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (Pub. L. 94-163, 89 Stat. 871).

EXHIBIT E

10. Administrative and National Policy Requirements

Certain Administrative and National Policy Requirements apply to all HUD programs, including the NDRC NOFA, for a complete list of these requirements; see the NDRC NOFA and federal registers on HUD's website. Any party involved in the CDBG-NDR project, whether directly or indirectly, must agree to provide any information HCD requires in order to meet the aforementioned administrative and national policy requirements.

11. Use of Funds

The Appropriations Act made funds available for necessary expenses related to disaster relief, long-term recovery, restoration of infrastructure and housing, and economic revitalization in the most impacted and distressed areas resulting from a major disaster declared pursuant to the Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1974 (42 U.S.C. 5121 et seq.) (Stafford Act), due to Hurricane Sandy and other eligible events in calendar years 2011, 2012, and 2013. The Appropriations Act requires funds to be used only for specific disaster-related activities and administration of those activities.

12. Applicable Statutory and Regulatory Requirements

- A. All recipients of CDBG-NDR grants are subject to: (1) the requirements of the Appropriations Act; (2) the Fiscal Year (FY) 2014 Notice of Funding Availability for National Disaster Resilience Competition (CDBG-NDR NOFA), including all appendices and incorporated portions of the FY 2014 General Section (as amended); and (3) applicable regulations governing the CDBG program at 24 CFR part 570, unless modified by waivers and alternative requirements published by HUD in this NOFA or other applicable Federal Register Notices.
- B. Federal Register FR-5936-N-01, contains the requirements applicable to Community Development Block Grant (CDBG) funds made available by the Disaster Relief Appropriations Act, 2013 (Public Law 113-2, approved January 29, 2013) (**Appropriations Act**) and awarded under the National Disaster Resilience Competition as CDBG National Disaster Resilience (CDBG-NDR) grants.
- C. Note that the Office of Management and Budget (OMB) recently published Guidance for Uniform Administrative Requirements 2 CFR Part 200. These Cost Principles and Audit Requirements for Federal Awards will update 24 CFR parts 84 and 85 and supersede the Circulars listed in the Technical Correction to the FY 2014 General Section. HUD has published conforming changes to its CDBG program regulations on December 7, 2015 (80 FR 75931), that updated CDBG program regulations to reflect references to appropriate sections of 2 CFR part 200. The effective date of HUD's conforming rule is January 6, 2016 and this Agreement is subject to all these updated publications and rules.

EXHIBIT E

13. Dispute Resolution

Filing of disputes will take place per guidance given in Exhibit D, Section 22. Upon receipt of a written appeal from Contractor, HCD and Grantee, second level supervisors agree to meet to attempt to resolve the dispute. If HCD and Grantee second level supervisors fail to reach an agreement on the disputed matter, parties agree to prepare a joint memorandum describing the following:

- A. The nature of the dispute;
- B. The resolution preferred by each party;
- C. Pros and cons to the preferred resolutions;
- D. Alternative solutions; and
- E. A date by which the issue should be resolved, not to exceed 30 calendar days (10 working days from notification of HUD) from the date memorandum is completed.

The memorandum is to be submitted to HCD's current HUD representative within 15 calendar days from date the second step is completed. The HUD representative will determine if the recommended solutions create compliance issues with HUD and HCD grant agreement and will provide the HUD determination to HCD and Contractor.

EXHIBIT F

GCR TERMS AND CONDITIONS

1. Provisions Relating to Software

- A. Notwithstanding anything to the contrary in this Agreement, the web based reporting and management system delivered to the State ("Software") will be the sole property of the Contractor. HCD acknowledges, agrees, and understands that Contractor is the sole and exclusive owner of the Licensed Material. Nothing in this Agreement can be construed as granting or transferring to HCD any ownership or proprietorship of intellectual property rights of whatsoever kind under any software furnished or developed by Contractor hereunder, including the Software.
- B. Contractor hereby grants to HCD a nonexclusive, worldwide, and nontransferable license ("**License**") to use the Software, its derivatives, and documentation embodying such provided and/or developed under this Agreement (collectively "**Licensed Material**"). The License includes copying of the Licensed Material by HCD with respect to its intended and licensed use, including copying of the Licensed Material for archival purposes. The Licensed Material may be used by HCD on any of its computers and at any data center location and on more than one computer at a time.
- C. The License is extended to HCD's employees, agents, grantees, subcontractors, contractors, outsourcing vendors, consultants and others who have a need to use and copy the Licensed Material ("**Authorized Users**") in accordance with the terms of this Agreement. HCD shall include the following provision in its written agreements with Authorized Users who are not HCD's employees ("**Non-HCD Authorized Users**") binding them to the terms and conditions of the License granted in this Section 1: "[Non-HCD Authorized User] *acknowledges that its use of the CDBG-NDR software created for this project by GCR Consulting, Inc. ("GCR") is expressly subject to the terms and conditions of the software license granted to HCD in Section 1 of Exhibit F to that certain Standard Agreement between HCD and GCR dated (the "License"), which License [Non-HCD Authorized User] has reviewed and agrees to be fully bound by.*"

Contractor acknowledges and agrees that in no event shall HCD be liable, whether in the form of damages or losses to Contractor or otherwise, for any actions or inactions of any Non-HCD Authorized User which would constitute a breach or default by such Non-HCD Authorized User under the terms of the License. In the event any Non-HCD Authorized User violates the terms of the License and/or any other provisions of this Section 1, Contractor agrees to pursue any claims or actions it may have solely and directly against such Non-HCD Authorized User and not HCD, and such violation by such Non-HCD Authorized User shall not be deemed or constitute a default by HCD under the terms of this Agreement.

- D. HCD acknowledges, agrees, and understands that GCR has no obligation to provide any Software updates, maintenance or support other than during the Term of this Agreement, unless and until HCD and GCR amend this Agreement or enter into a separate agreement for such services, which will be at additional charge to HCD.

EXHIBIT F

- E. HCD acknowledges, agrees, and understands that Licensed Material may contain certain information that is and must be kept confidential. To ensure the protection of such information, and to preserve any confidentiality necessary under intellectual property, including trade secret laws, HCD agrees not to disclose any information included in the Licensed Material to anyone unless allowed by Contractor or required to do so by law, regardless of whether such information is designated as “Confidential Information” at the time of its disclosure. HCD’s confidentiality obligation does not extend to (1) information that is known to HCD prior to obtaining the same from Contractor; (2) information that is, at the time of disclosure by Contractor, then in the public domain; or (3) information that is obtained by HCD from a third party who did not receive same directly or indirectly from Contractor and who has no obligation of secrecy with respect thereto. To the extent any Authorized Users have access to Licensed Material for the benefit of HCD, such Authorized Users will be obligated to agree to protect the confidentiality of the Licensed Material to the same extent this Agreement obligates HCD to protect the confidentiality of the Licensed Material.

- F. Contractor agrees to keep all data stored in or generated by the software confidential and shall not provide the data to any outside parties without the prior written approval of the Department.

- G. No later than ninety (90) days following the expiration of this Agreement, GCR will provide an electronic copy of all data in the Grants Management System to HCD in Microsoft Word format, Microsoft Excel format, and/or another format agreed upon by both parties.

- H. HCD will use reasonable efforts to promptly review and approve work and invoices delivered by Contractor for eligible work completed under this Agreement.



TED GUILLOT

DIRECTOR

Ted Guillot serves as the Director of GCR's Community Planning & Resilience Division. Over the past several 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 several 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.

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.
- Skilled in collaborating with various stakeholder groups to identify priorities and build consensus on how best to address community development needs.

EDUCATION

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

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.

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.

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.

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.

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.



NATHAN CATALINE

PROJECT MANAGER

QUALIFICATIONS

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

EDUCATION

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

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

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.

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.

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: 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.

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.

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.

CDBG-DR Program Design and Management

Client: Terrebonne Parish Consolidated Government

Description: This is a CDBG-DR grant program for multi-family 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.



JENNIFER DAY

SENIOR TECHNICAL ADVISOR

Jennifer Day is a Planner and Project Manager with GCR's Community Planning & Resilience Division. Over the last several years, Jennifer has provided private and public sector clients with accurate and informative data to guide investment and make sound policy decisions.

Jennifer has taken a lead role in developing community development strategies and HUD required planning documents, including the Assessment of Fair Housing and Consolidated Plans for HUD Entitlement Communities. Her approach is informed by nearly 10 years of experience in federally funded affordable housing, market research, and economic development.

In addition to planning projects, Jennifer acts as the Project Manager for GCR's work to support the City of New Orleans as they implement the National Disaster Resilience program, coordinating the delivery of broad based technical assistance across the project.

Prior to joining GCR, Jennifer worked for The Innovation Group as a Senior Analyst, where she specialized in economic and community impact analysis, conducting feasibility analysis, financial forecasting, and highest and best use analysis. Jennifer's work has supported over \$650 million in development across the country. She also brings experience in numerous aspects of non-profit housing development; including community engagement, first-time homebuyer education, grant compliance, and board development.

QUALIFICATIONS

- Nearly 10 years of professional experience in federally funded affordable housing development, market research, and economic development.
- Leads HUD required planning processes: including Assessment of Fair Housing and Consolidated Plan
- Advanced computer skills; Microsoft Suite, ArcMap, IMPLAN, MapInfo, SPSS, and Salesforce.

EDUCATION

Master of Urban and Regional Planning (concentration in housing and community development), 2010, University of Minnesota
Bachelors of Arts, Political Science, 2005, University of Wisconsin

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: Jennifer provided supported outreach and data collection efforts to identify and establish unmet needs.

Jefferson Parish East Bank Revitalization Strategy – District 5

Client: Jefferson Community Foundation and Greater New Orleans Foundation

Description: GCR is leading the development of a Revitalization Strategy for Jefferson Parish Council District 5. Located on the East Bank of Jefferson Parish, this project will promote the area's assets, foster a shared "sense of place," and identify investments that will help nurture vibrant neighborhoods and encourage commercial corridors to retain and attract residents and businesses. The GCR team is leading the process by engaging a working group to drive the strategy, collecting and analyzing demographic and economic data, facilitating public engagement (including surveying), drafting recommendations, and creating an implementation plan. The final report will include a project summary, a demographic and market analysis, survey results, implementation strategy, and a work plan.

Project Role: Jennifer serves as Project Manager. She is leading overall project management efforts including coordinating the project team, managing the project's timeline and progress, and providing guidance on all aspects of the Revitalization Strategy's process and deliverables.

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: Jennifer serves as Project Manager and provides overall project management support, regulatory guidance, and program development.

Jefferson Parish Community Development Technical Assistance

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: Jennifer provides technical assistance to the Community Development staff, including guidance on the Assessment of Fair Housing, 2018-2023 Consolidated Plan, and program implementation, ensuring federal guidelines are being met.

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: Jennifer served as Senior Planner for this project. Her role includes data collection, analysis, and outreach. In addition to quantitative and qualitative data analysis, Jennifer facilitated public meetings and citizen-led discussions to inform policy and project outcomes.

Jefferson EDGE 2020 Implementation Progress Reports

Client: Jefferson Parish Economic Development Commission (JEDCO)

Description: The Jefferson EDGE 2020 is the long-term economic development strategic plan to promote sustainability, job growth and investment in Jefferson Parish. Over the course of its 17-year history, the EDGE has served as a road map for the community's development. GCR continues to collect information on the progress of each initiative and presents this progress to the JEDCO Board twice a year.

Project Role: Jennifer serves as Project Manager for this project. She works closely with JEDCO staff to identify major accomplishments to support the Jefferson EDGE 2020. Jennifer presents these accomplishments to the JEDCO board on a bi-annual basis.

Consolidated Plan, Housing Plan, and Assessment of Fair Housing

Client: City of Mobile, AL

Description: GCR is lead the City of Mobile's development of its 2018-2023 HUD Consolidated Plan, Housing Plan, and Assessment of Fair Housing. GCR's scope of work included overall project management and coordination, data gathering and analysis, housing needs assessment, market analysis, stakeholder engagement, and plan drafting.

Project Role: Jennifer served as Senior Planner and performed project management duties on this project. At the outset of the project, she led the initial outreach and engagement efforts, including stakeholder interviews and coordination with key community members. She provided day-to-day operational support across all aspects of the project, both within GCR and on behalf of the client. Jennifer was also a key member of the team that drafted the deliverables, ensured compliance with HUD regulations, and submitted one of the first Assessment of Fair Housing documents, which was approved, to HUD.

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: Jennifer collected data and updated analysis of unmet needs to support the Action Plan amendment.



CESAR CASTRO, MFA, MUP, MDES

SENIOR TECHNICAL ADVISOR

Cesar is a creative urban planner, designer, geospatial data specialist, and community development professional with nearly 10 years of experience in public affairs, community engagement, project management, livelihood development, placemaking, and site planning.

RELEVANT PROJECT EXPERIENCE

Market Analysis and Comprehensive Plan

Client: City of San Diego (Cloudburst)

Role: Project Team Member

Description: Cesar led the efforts to research, analyze, and craft a market analysis for the City of San Diego and assist in the delivery of the city's Comprehensive Plan.

Affordable Housing and Needs Assessment

Client: State of Kansas (Cloudburst)

Role: Project Team Member

Description: Cesar coordinated research and analyzed current data and trends to draft an affordable housing needs assessment for the State of Kansas.

URA Module Design

Client: Department of Housing and Urban Development (Cloudburst)

Role: Project Team Design Leader

Description: Cesar led the design and production of new module to help HUD train affordable housing agencies on the ins-and-outs of the Uniform Relocation Act.

Climate Change and Crime in Miami

Client: GCS (Harvard University)

Role: Project Team Member

Description: With the help of Dr. Jesse Keenan, Cesar conducted high-level research on the impact climate change may have on crime in the City of Miami. Work became basis for thesis for his Master's in Design for Risk and Resilience.

Flash Flooding Risks

Client: City of Barranquilla (Harvard University)

Role: Lead Researcher

Description: In coordination with city officials and local organizations, Cesar used drones and geospatial data to map urban communities vulnerable to flash flooding.

Landslide Hazards and Community Mapping

Client: SEGUIS MIT

Role: Researcher

Description: With a team of researchers from MIT, coordinated efforts to host a series of community meetings to map vulnerable

QUALIFICATIONS

- Housing Policy and Planning
- Community development and revitalization
- Geospatial data analysis
- Community Engagement

EDUCATION AND TRAINING

- MDES, Risk and Resilience, 2018, Harvard University
- MUP, Urban Planning, 2017, Harvard University
- MFA, Creative Writing, 2007, NC State University
- BA, English, 2005, UNC Greensboro
- BA, Spanish, 2005, UNC Greensboro

areas, use drone data to create new geospatial data of potential hazards, and train local residents on how to use GIS and drone software and data.

Community Mapping

Client: Peace Corps

Role: Lead Researcher

Description: Cesar led community meetings and technical trainings to help the community map its assets, challenges, and opportunities. Efforts led to the construction to the planning and construction of two school cafeterias in the area.

PRIOR EMPLOYMENT EXPERIENCE

Senior Analyst, Cloudburst Consulting Group Inc., Landover, MD

Responsibilities include the development of the firm's technical offerings, project management, and technical support in the areas of post-disaster relief and community resilience, urban planning, and the design of communication strategies.

Envision Cambridge Support, City of Cambridge, Cambridge, MA

Responsibilities included providing support for the ongoing citywide planning process for the City of Cambridge.

Fairmount Indigo Network Assistant, LISC Boston, Boston, MA

Responsibilities included producing research reports on corridor housing and transit needs; coordinated website launch and outreach efforts.

Community Engagement Intern, MNDOT, St. Paul, MN

Responsibilities contributed to community engagement and corridor planning focusing to the re-visioning of the I-94 area.

Data Visualization Assistant, UNICEF, Florence, Italy

Helped create visual aids and interactive maps to highlight research.



LYNEISHA JACKSON

ANALYST

Lyneisha Jackson supports community development projects and specializes in planning, analysis, housing and neighborhood assessments. She has eight years of professional and academic experience in urban and regional planning, transportation planning, community engagement and community meeting facilitation. Lyneisha is skilled in data analysis, Geographic Information Systems, research and technical writing. Lyneisha is also LEED Green Associate certified.

Prior to joining GCR, Lyneisha worked as a transportation planning consultant, assisting with environmental analysis and impact assessments in accordance with federal, state and local agencies in Maryland and the surrounding region.

QUALIFICATIONS

- National Environmental Policy Act (NEPA)
- Transportation Planning
- Research and Analysis
- GIS and data analysis
- Community Engagement

EDUCATION

Master of Community Planning,
2015
University of Maryland, College Park
B.Sc., Architecture, 2011
Morgan State University,
Baltimore, MD

REGISTRATIONS/CERTIFICATIONS

LEED Green Associate

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: Lyneisha supports data collection and analysis, GIS mapping and analysis, and program design efforts through demographic analysis.

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: Lyneisha supports data collection and analysis, GIS mapping and analysis, and program design efforts through demographic analysis.

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: Lyneisha lead all GIS efforts, completed research and analysis to inform project and program development, and supported outreach and engagement efforts.

City of Springfield, MA National Disaster Resilience Implementation

Client: City of Springfield, Massachusetts

Description: GCR serves as the primary outside advisor to the City of Springfield for the implementation of its \$17 million CDBG-NDR award to develop its suite of resilience-building initiatives. GCR's role includes a variety of components, ranging from detailed project coordination and the design of an innovative healthy homes rehabilitation program to subrecipient technical assistance and updating the City's CDBG-NDR Administrative Manual to ensure compliance with all applicable regulatory requirements.

Project Role: Lyneisha supports program design efforts through demographic analysis to determine how best to target funding in order to maximize the impacts of the City's investments.



DIANA SEARL
SENIOR TECHNICAL ADVISOR

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
- Managed over 40 volunteers to complete rehabilitation projects
- Fluent in Spanish

EDUCATION

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

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.

East Baton Rouge Redevelopment Authority – Technical Assistance

Client: East Baton Rouge Redevelopment Authority (EBBRA)

Description: The East Baton Rouge Redevelopment Authority (EBBRA) 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 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.

East Baton Rouge Office of Community Development Grant Management Assistance

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

Description: GCR serves as 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

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.

RELEVANT PRIOR EXPERIENCE

Affordable Housing Developer

Client: Project Homecoming Incorporated – New Orleans

Roles and Responsibilities: Diana served in multiple capacities at Project Homecoming, a New Orleans-based affordable housing developer. As Director of Operations and Real Estate Development, Diana oversaw four real estate development lines: HOME and Federal Home Loan Bank Funded Owner-Occupied Rehabilitation projects, CDBG funded Affordable Homeownership with Energy Star v3.0 certification, Historic Tax Credit and HOME funded Scattered Site Rentals, and Private Construction where Project Homecoming acted as General Contractor. Diana was the lead on funding, financing, pipeline development, compliance and reporting, pre-development due diligence, and disposition on over twenty-five homeownership units. Diana successfully acted as liaison and mediator between funders, clients, and staff, including ensuring Section 3 compliance was maintained and that all payments and reimbursement requests were fulfilled.



ADRIENNE DUNCAN

SENIOR TECHNICAL ADVISOR

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, she 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,

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

Bachelor of Arts, History, 2005
Louisiana State University

TRAINING

HUD HOME

REGISTRATIONS/CERTIFICATIONS

Real Estate License, 2006
Burk Baker School of Real Estate

interfacing with key stakeholders, Action Plan development, and supporting the state in its overall approach and vision for recovery.

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.

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.

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.

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.

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.



MATT PANGRAZIO

SENIOR TECHNICAL ADVISOR

Matt began working in disaster recovery in Louisiana as an AmeriCorps Volunteer in 2005 and following his service obtained his Master's in Public Administration from Louisiana State University with a focus on Crisis Management. A long-tenured state-staffer on the Hazard Mitigation Grant Program, Matt served in key programmatic leadership roles within the Louisiana Office of Community Development – Disaster Recovery Unit. He continued his work on the program under the Governor's Office of Homeland Security and Emergency Preparedness following an administrative transition. A leader in developing and implementing policies and procedures and introducing process efficiency enhancements to increase productivity and throughput, Matt brings a wealth of experience working directly with a large-scale housing recovery program and interfacing with homeowners, contractors, state and local entities, and elected officials. Matt understands the often-challenging mechanics and myriad federal regulations associated with housing recovery programs and has been a sought-after problem-solver by his peers throughout his career.

QUALIFICATIONS

- Over 7 years of progressive experience in Louisiana disaster recovery homeowner programs
- Served as a highly skilled leader of a large-scale disaster recovery housing program, leading team of 20
- Significant experience with cost estimation and eligible cost guidance formulation
- Developed programmatic policies and procedures for housing recovery program
- Extremely knowledgeable on house elevations and individual mitigation measures

EDUCATION

Master of Public Administration – Crisis Management, Louisiana State University
B.S. Disaster Management/Geographic Information Systems, Rochester Institute of Technology – Rochester, NY

CERTIFICATIONS

Certified Floodplain Manager

PROFESSIONAL AFFILIATIONS

Louisiana Floodplain Managers Association (LFMA) Member
International Association of Emergency Managers (IAEM) Member

TRAINING

Public budgeting and public finance, zoning law, land use planning, program evaluation, statistical methods

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: Matt supports all regulatory compliance aspects of the project.

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: Matt supports all regulatory compliance aspects of the project.

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: Matt supported outreach and engagement efforts, the development of policies, projects, and programs, research and analysis, and GIS efforts.

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 in the development of recovery programs and Action Plan amendments.

RELEVANT PRIOR EXPERIENCE

Louisiana Shelter at Home Program (SAH) Louisiana Governor's Office of Homeland Security and Emergency Preparedness (AECOM)

Roles and Responsibilities: Matt assisted in the drafting and revision of the SAH master plan and served as primary point of contact for eligibility concerns. Matt was responsible for developing policies and procedures for program implementation, establishing work flows, identifying staffing needs, and conducting staff training.

Louisiana Office of Community Development – Disaster Recovery Unit (OCD-DRU) – HMGP

Roles and Responsibilities: Matt served in several roles for OCD-DRU on the HMGP, beginning as a Subject Matter Expert and advancing to Assistant Section Chief and finally Section Chief. As Section Chief, Matt personally compiled, reviewed, and submitted requests for payment on over 300 remaining challenged project files. Matt reviewed and approved scope of work submissions and changes which affect hazard mitigation outcomes.



ELLA CAMBURNBECK

SENIOR TECHNICAL ADVISOR

Ella Camburnbeck is an experienced disaster recovery professional. Her specialties include project management, community outreach, application development, project scheduling, environmental review, and CDBG project administration.

Prior to joining GCR, Ella worked with the Louisiana Office of Community Development – Disaster Recovery Unit where she addressed continued recovery issues related to the aftermaths of Hurricanes Katrina, Rita, Gustav, Ike, and Isaac as well as long term comprehensive planning and resilience goals. She provided concentrated technical assistance to State Grantees in the execution of HUD and FEMA funded Recovery Grants. Ella also has a background in historic preservation and is a section 106 and LEED certified professional.

QUALIFICATIONS

- 9 years of experience in disaster recovery projects
- Experience in CDBG project administration
- Has provided technical assistance on the execution of HUD and FEMA funded Recovery Grants

EDUCATION

Masters, Historic Preservation, 2010
Tulane University
New Orleans, LA

Bachelors, Urban Design and
Environmental Planning, 2008
University of Virginia

CERTIFICATIONS

LEED certified

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: Ella serves as a Senior Grant Manager for this assignment. Her role includes Action Plan development, program design, and regulatory compliance support.

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: Ella serves as grants manager.

Jefferson Parish 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: Ella's responsibilities include the assessment of Department policies, procedures, and program files; development of an Administration Guide and individual guides tailored to each program within the Department ensuring CDBG compliance; and coordination of Department staff to determine and implement short-term and long-term goals.

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: Ella serves as Senior Grant Manager for this project, supporting

RELEVANT PRIOR EXPERIENCE

Consultant to the Louisiana State Office of Community Development New Orleans Office

Client: Louisiana State Office of Community Development

Role/responsibilities: Ella addressed continued recovery issues throughout the State of Louisiana, as well as long term comprehensive planning and resiliency goals through Parish and community outreach. She provided concentrated technical assistance to Grantees to execute HUD and FEMA funded Recovery Grants including application development, project scheduling, environmental review, CDBG project administration, and RFP execution and advertisement.



ANGIE TRAILL

SENIOR TECHNICAL ADVISOR

Angie Traill serves as a subject matter expert on federal regulatory compliance. Her areas of focus include financial management, labor and wage regulations, compliance monitoring, and developing administrative policies and procedures. Prior to joining GCR, she served as a Grants Project Manager for St. Tammany Parish, Louisiana. Angie led the oversight for the annual allocation of \$2.5 million from HUD. She played a significant role in the development and submission of the Annual Action Plan and has led monitoring of multiple HUD funded grant programs.

QUALIFICATIONS

- 8 years of experience working with federal grants
- Experience with the design and oversight of federally funded programs
- Expert in HUD compliance and monitoring
- Labor Compliance expert (including Davis Bacon Compliance)
- Experience with Community Development Block Grant-Disaster Recovery funding

EDUCATION

Masters of Public Administration,
George Washington University
Bachelor of Arts, Communication
Studies, Seattle University

RELEVANT PROJECT EXPERIENCE

California CDBG-DR Action Plan and Technical Assistance

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: Angie serves as a Senior Grant Manager for this assignment. Her role includes providing regulatory guidance, Action Plan development, and program design.

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: Angie services as a Senior Grant Manager for this assignment. Her role includes the development of regulatory trainings, supporting procurement efforts, and supporting the development of project deliverables.

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: Angie supports multiple areas of GCR's assignment, including the development of policies and procedures and monitoring program implementation for compliance with regulatory requirements.

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 of EBRRA.

Project Role: Angie supported regulatory compliance matters across the project. She provides guidance on key grant requirements and assists in the development of the Annual Action Plan and other project deliverables.

RELEVANT PRIOR EXPERIENCE

St. Tammany Parish Government

Description: The St. Tammany Grants Department is responsible for the design and oversight of the parish's annual allocation of HUD grants, including CDBG, HOME, Community Services Block Grant, and Emergency Shelter Grants Program and its CDBG-DR allocation. The department leads program design and implementation oversight and monitoring and compliance of federal grants, including programmatic, financial, and labor compliance.

Role: Angie served as a Grants Project Manager where she was fiscally responsible for community-supportive grant programs. Angie was responsible for preparing grant applications, award budgets, contracts and Parish Council resolutions; preparing and reviewing procurement documents; reviewing and approving invoices charged to grant funds; and managing grant funding drawdowns. Angie presented monthly grant reports and financial status reports and assists in the Department of Grants year-end Single Audit Report for all federal Grants.



JAMIELA SEKOU

ANALYST

Jamiela Sekou is an accomplished grant manager with experience in state and federal grant management policies and compliance. At GCR, Jamiela serves as grant manager where she collects, maintains, and reports programmatic and financial data to facilitate analysis. Prior to GCR, Jamiela served as manager of finance, data, and compliance with Teach for America, where she provided compliance oversight and expense management for major federal grants totaling \$1 million and effectively designed policies and procedures to drive expense and grant compliance.

QUALIFICATIONS

- Experienced with state and national grant policies
- Experienced working with multiple constituents to achieve ambitious fiduciary and programmatic results.
- Knowledgeable with fiscal year planning and expense management.

EDUCATION

Bachelor of Arts, Political Science/History, 2011
University of Michigan

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: Jamiela serves as a Grant Manager for this assignment. Her role is focused on financial analysis and fiscal compliance.

Jefferson Parish 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: Jamiela serves as grant manager

East Baton Rouge Redevelopment Authority – Technical Assistance

Client: East Baton Rouge Redevelopment Authority (EBBRA)

Description: The East Baton Rouge Redevelopment Authority (EBBRA) 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 of EBBRA.

Project Role: Jamiela serves as grant manager.

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: Jamiela serves as a Grant Manager for this assignment. Her role is focused on financial analysis and fiscal compliance.

City of New Orleans National Disaster Resilience Implementation

Client: City of New Orleans (New Orleans, LA)

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: Jamiela serves as a Grant Manager for this assignment. Her role is focused on financial analysis and fiscal compliance.



SIMON PENNING

ANALYST

Simon Penning serves as a subject matter expert on federal regulatory compliance and grants management. His recent work includes supporting recovery and resilience-building efforts in California, Jefferson and St. Tammany parishes in Louisiana, Springfield, Massachusetts. Prior to his role at GCR, he worked in Washington D.C. as a corporate governance consultant to Fortune 500 companies.

RELEVANT PROJECT EXPERIENCE

City of Norfolk, VA National Disaster Resilience Implementation

Client: City of Norfolk, VA Mayor's Office of Resilience

Description: GCR serves as the City of Norfolk's grants management and regulatory compliance subject matter expert for the implementation of its \$115 million CDBG-NDR award to implement its suite of resilience-building initiatives in the Ohio Creek watershed. The effort comprises a suite of projects and programs, including shoreline restoration and protection, parcel level green infrastructure, increasing community connectivity, and creating economic opportunities for low income residents. GCR's role includes program design, the provision of technical assistance to the City and its partners, the completion of mock audits, development and delivery of a regulatory training programs, and overall regulatory compliance support (including the development of a CDBG-NDR Administrative Manual to ensure compliance with all applicable requirements).

Project Role: Simon supports the provision of regulatory compliance technical assistance to the City and its partners.

City of Springfield, MA National Disaster Resilience Implementation

Client: City of Springfield, Massachusetts

Description: GCR serves as the primary outside advisor to the City of Springfield for the implementation of its \$17 million CDBG-NDR award to develop its suite of resilience-building initiatives. GCR's role includes a variety of components, ranging from detailed project coordination and the design of an innovative healthy homes rehabilitation program to subrecipient technical assistance and updating the City's CDBG-NDR Administrative Manual to ensure compliance with all applicable regulatory requirements.

Project Role: Simon supports all aspects of the project, including the development of administrative and programmatic policies and procedures, program design, and general technical assistance on regulatory matters.

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

QUALIFICATIONS

- 5 years of academic and professional experience working in housing and real estate projects.
- Provides direct technical assistance to state and local governments on federal regulatory compliance and grants management best practices.
- Experience with federal regulations and federal housing programs.

EDUCATION AND TRAINING

Member of Louisiana Bar, 2016
Member of Maryland Bar, 2014
J.D., 2014
Maryland Carey School of Law
Baltimore, MD

B.A., Economics, 2010
Tufts University
Medford, MA

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: Simon supports all regulatory compliance aspects of the project.

Jefferson Parish 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: Simon supports all aspects of the project, working closely with the Parish and its partners to ensure compliant and efficient program operations.

St. Tammany Parish CDBG-DR Project Management

Client: St. Tammany Parish Government

Description: GCR is providing overall project management support and specific CDBG-DR technical assistance services to St. Tammany Parish Government to support the Parish's successful recovery from Hurricane Isaac. GCR is leading the development of a National Objectives compliance plan, HUD regulations compliance, disaster recovery processes, and reporting needs.

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

Sewerage and Water Board of New Orleans CDBG-DR Program Management Support

Client: Sewerage and Water Board of New Orleans (*SWBNO*)

Description: GCR serves as an outside consultant to the SWBNO. GCR was tasked with creating SWBNO's federal procurement policies and procedures manual.

Project Role: Simon provides leadership and support to all aspects of GCR's assignment with SWBNO, including assessing the SWBNO's current procurement policies and procedures, working with various departments to analyze workflows and writing a new set of policies and procedures that conform with all federal procurement laws and regulations.

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: Simon supports all aspects of the project, focusing on regulatory compliance and program development.

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: Simon supports all aspects of the project, focusing on regulatory compliance and program development.

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, project design and CDBG-NDR regulatory support.

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

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: Simon serves as a Grant Manager for this assignment. His role includes providing regulatory guidance, developing regulatory trainings, monitoring procurement activities, and program design.

David Elkins, MCP

DEVELOPER

Overview of Qualifications

- Over 18 years of experience in IT industry
 - Experience working with MS-SQL Server to convert and develop web-based applications
 - Experience in several languages including C#, ASP.NET
-

David Elkins has over 18 years of experience in software development. He has used several IDEs, computer programming languages, scripts, databases and services to design and implement many web/desktop applications. During the last 8 years he has been using the C# language together with ASP.NET and MS-SQL Server to convert and develop several web-based applications (with a NMCI focus) for the navy. Such applications include: Integrated Logistics; Post Delivery; Change Management; Action Items; Test Procedure Logistics; Hull Testing; Post Maintenance; Integrated Logistics Checklist; SPAWAR; Document Material Reports; and several others.

Relevant Project Experience

AirportIQ System Manager (ASM)

Client: Wisconsin Department of Transportation, Bureau of Aeronautics

Description: ASM provides state or regional airport authorities with the advantages of web accessibility and .NET Framework technology in the management of multiple airports in their jurisdiction. Basic ASM modules provide for the management and reporting of information on general facility data, inspections and 5010 compliance, project management, aircraft activity and registration, document library data, aeronautical studies, GIS-based land parcel data. ASM is currently implemented in seven state aviation systems.

Project Size: Multiple databases with 200+ tables, 200 or more users

Role/Responsibility: Developer

Start and End Dates: March 2013 - Current

AirportIQ Project Manager (APM) – Nashville International Airport

Client: Nashville International Airport

Description: APM focuses on the management of airport capital improvement projects, and provides state or regional airport authorities with the advantages of web accessibility and .NET Framework technology in the management of capital projects for the multiple airports in their jurisdiction. In addition to the project management function, APM also includes contact management and report modules.

Project Size: 1 source system, multiple databases with 200+ tables, 15 end users

Role/Responsibility: Mr. Elkins was the technical writer for all application specifications and worked with management to finalize application design. As senior developer he worked with the development team to create/design the APM web application and reports and worked with testers to ensure all application features worked correctly.

Start and End Dates: March 2013 - Ongoing

Education and Training

B.S. Computer Science, 2000

Louisiana State University

Baton Rouge, LA

Certifications

Microsoft Certified Professional – 2005

MS-SQL Server Administration – 2004

Technical Skills

Visual Studio 2003, 2005, 2010

VB.NET, C#, ASP.NET, ADO, MFC, HTML, DOM, Microsoft SQL Server, Visual Basic 6, Visual Basic for Applications, Database Administration, Application Deployment, Web Services, AJAX, XML, JavaScript, Development Lifecycle, Object Oriented Programming, Web user controls, API, Class Libraries, UML, Smalltalk, Documentation

Kevin Viola: Data Analyst



OVERVIEW OF QUALIFICATIONS

- Over 20 years of experience IT systems development and support
- Serves as a principal application tester for many custom products.
- Works together with GCR developers to assure that their creative solutions perform as required.
- Experience testing web-based tracking systems to verify that security, navigation and features meet system requirements.

Kevin joined the staff of GCR in April 2006 and brings over twenty years of experience in commercial and consulting ventures. As an analyst for GCR he oversees and reviews all data related to property management and renovation, real estate imaging services, estate management, business forecasting, and other projects in development.

Kevin is one of GCR's primary application testers providing not only a review of system functionality but also an operational review of system requirements. He works together with GCR developers to assure that their creative solutions perform as required.

He has also been actively engaged in the firm's recovery and aviation projects. In this capacity, he supervises the collection, entry, and quality verification and validation of data.

RELEVANT PROJECT EXPERIENCE

Airport Safety Data Collection Program, 5010Web.com

Client: Federal Aviation Administration (FAA)

Office of Airport Safety & Standards - Airport Engineering Division

Description: A web-based application that allows federal and state airport inspectors to manage and transmit safety inspection data over a secured Internet application.

This project includes training seminars that provide an in-depth study of each data element on the FAA's Form 5010-1. They also include discussions and guidance on acceptable data entries for reporting these elements.

Project Role: Kevin serves as technical support for the 5010Web.com application, providing IT system help desk support to end users.

National Private-Use Airport Survey

Description: The National Private-Use Airport Survey is the FAA's program to update the national database used by aviation websites and publications. The program ensures that published information for each private-use facility is accurate in its database. GCR hosts, supports, and provides enhancements to the FAA Private-Use Airport Data website (<http://www.gcr1.com/privateairports/>) which allows contacted facilities with the ability to submit changes online. As part of this grant application, GCR continues the collection of airport safety data for private-use landing facilities, updating the information and transmitting the data directly to the FAA. The program is currently focused on contacting at least one third of all operational private-use facilities.

EDUCATION AND TRAINING

BA, 1985, Visual Arts
Loyola University, New Orleans, LA
20+ years' experience designing,
developing, and supporting various
IT systems

SOFTWARE

Adobe Photoshop
Microsoft Office Suites

Project Role: Kevin serves as project manager, leading program development and providing direct support to end users.

Aviation Information System (AIS)

Client: Louisiana Department of Transportation (DOTD)

Description: GCR is providing the Louisiana Department of Transportation and Development (DOTD) with a statewide Aviation Information System (AIS) to consolidate and manage statewide aviation data. AIS tracks and reports the real-time status of public and private aviation facilities across Louisiana. The application helps DOTD navigate the complexities of administering the statewide airport system by managing budgets and grants, tracking aircraft registrations, conducting facilities inspections and more. By consolidating separate applications and digitizing manual processes, AIS provides a single application for total system control that decreases the repetitive and time-consuming tasks associated with management of a statewide system of airports.

Project Role: Kevin is testing and support lead.

Airport System Manager (ASM)

Client: Over 12 U.S. statewide aviation authorities

Description: ASM provides state or regional airport authorities with the advantages of web accessibility and .NET Framework technology in the management of multiple airports in their jurisdiction. Basic ASM modules provide for the management and reporting of information on general facility data, inspections and 5010 compliance, project management, aircraft activity and registration, document library data, aeronautical studies, GIS-based land parcel data. ASM is currently implemented in seven state aviation systems.

Project Role: Kevin was the testing and support lead. He developed test plans and test cases using CMMI methodology as well as partial and full regression testing of security, navigation, features and enhancements. He also provided ASM client production site support.

Kathleen Weissenberger Senior Technical Advisor

<p>KW Consultants, LLC</p>
<p>Education</p> <ul style="list-style-type: none"> Bachelor of General Studies, Indiana University, Bloomington, IN
<p>Highlights</p> <ul style="list-style-type: none"> Board of Directors, Council of State Community Development Agencies (COSFDA) 2005-2010 Over 10 years' experience working with federal grants Experience with Community Development Block Grant and CDBG Disaster programs
<p>Registrations/Certifications</p> <ul style="list-style-type: none"> Certified WBE/Micro-business (State of Virginia) Certified Housing Development Finance Professional (National Development Council) Certified CDBG Grant Administrator (Indiana) Certified Public Supervisor (Ball State University) Certified Public Manager (Ball State University, Jan 2017)
<p>Training</p> <ul style="list-style-type: none"> HUD Basically CDBG HUD Sub-Grantee Management HUD Section 108 Program HUD CDBG Disaster Recovery COSFDA CDBG Boot Camp COSFDA Advanced CDBG Indiana CDBG 101 NDC Housing Development Finance NDC Economic Development and CDBG Simplex Creative Problem Solving

Professional Qualifications

KW Consultants LLC is a full-service grant administration firm specializing in federal programs based in Indianapolis, IN. Ms. Weissenberger founded KW Consultants LLC in 2015 after spending the previous 10 years serving as the Director of Grant Services and State Director of the Community Development Block Grant (CDBG) Program for the Indiana Office of Community and Rural Affairs. Ms. Weissenberger combines her subject matter expertise, training and facilitation skills and community development knowledge to provide a wide range of services to her clients.

KW Consultants provides states and local governments with three (3) core services:

1) **Technical Assistance and Training** – KW Consultants offers its clients customized support in all aspects of the Community Development Block Grant (CDBG) Program and other initiatives. Whether a client is seeking an objective analysis of existing programs, assistance in developing and implementing new programs, or staff training on statutory and regulatory requirements, KW Consultants has a solution to meet their needs. KW Consultants is currently working with the States Wisconsin and Connecticut on technical assistance projects to develop manuals and policies and procedures for their CDBG compliance staff and grantees. The State of Virginia has requested a customized training to enhance the knowledge of CDBG program staff.

2) **Program Design and Implementation** – Ms. Weissenberger has a history of development and implementation of CDBG and CDBG Disaster Recovery Programs. As the State CDBG Director for Indiana, she was responsible for the design, implementation and ongoing compliance monitoring for four separate CDBG programs, including two CDBG Disaster Recovery allocations totaling more than \$450 million. KW Consultants is helping the State of Connecticut review their CDBG program, including eligible activities, the rating and ranking system, and the application and award schedule.

3) **Grant Writing and Administration** – KW Consultants offers local units of government grant writing and administration services for a variety of programs, including the CDBG State and Small Cities program.

Ms. Weissenberger served on the Board of Directors for the Council of State Community Development Agencies (COSFDA) from 2010-2015. She has instructed several national-level CDBG training courses, including CDBG Cross Cutting Issues, Basically CDBG for States, CDBG Boot Camp and CDBG Sub-Grantee Training.

Relevant Project Experience

Founder and Owner

KW Consultants, LLC Indianapolis, IN

Providing training and technical assistance services regarding the federal Community Development Block Grant Program.

- CDBG Boot Camp Training – Louisiana Department of Administration, Disaster Recovery Unit
- Advanced CDBG Training - Louisiana Department of Administration, Disaster Recovery Unit
- CDBG Sub-Grantee Training – Pennsylvania Department of Community and Economic Development
- CDBG Sub-Grantee Training – Wisconsin Department of Administration, Division of Energy, Housing and Community Resources
- CDBG Sub-Grantee Training – Iowa Economic Development Authority
- CDBG Boot Camp Training – Council of State Community Development Agencies
- CDBG Recordkeeping Training – Jefferson Parish, Louisiana

Director of Grant Services, State CDBG Director

Indiana Office of Community and Rural Affairs Indianapolis, IN

Responsible for the overall management of the Community Affairs Division and Grant Services Division, including financial management and grants management oversight of the Community Development Block Grant Program.

- Directed Indiana's four Community Development Block Grant (CDBG) programs in excess of \$450,000,000 in accordance with all applicable laws and regulations to ensure effective and appropriate utilization
- Responsible for the development of the Indiana Consolidated Plan, including the CDBG method of distribution
- Responsible for the development of Action Plans for the Midwest Floods CDBG Supplemental and IKE CDBG Supplemental appropriations
- Created all CDBG related trainings and materials in accordance with applicable laws and regulations
- Developed an internal policies and procedures manual for CDBG
- Developed and implemented all new CDBG programs and policies
- Responsible for the compliance monitoring process of all CDBG grantees
- Provided technical assistance to grantees to ensure compliance
- Revised and updated the CDBG Handbook for grantees

CDBG Training and Technical Assistance

KW Consultants (Independent Contractor) Indianapolis, IN

Providing training and technical assistance services regarding the federal Community Development Block Grant Program.

- Development and delivery of CDBG Sub-Grantee Training and CDBG Boot Camp – COSCDA; 2015
- Delivery of Basically CDBG for States – Cloudburst Consulting; 2014
- Delivery of 4 trainings on CDBG Cross-Cutting Federal Requirements – Abt Associates; 2009-2010
- Development and delivery of CDBG Sub-Grantee training – Illinois Department of Commerce and Economic Opportunity; 2010

<p>FIRM</p> <ul style="list-style-type: none"> • APTIM Environmental & Infrastructure, Inc.
<p>EDUCATION</p> <ul style="list-style-type: none"> • Certificate Program, Conservation Biology, Columbia University, 2002 • Master of Public Administration, Environmental & Energy Policy, Columbia University, New York, 2000 • Bachelor of Arts, Ancient Studies & Environmental Science, Barnard College, Columbia University, New York, 1998
<p>HIGHLIGHTS</p> <ul style="list-style-type: none"> • Client Program Manager for municipal and private sector • sustainability and resiliency programs • HUD and CDBG-DR grant administration and program design experience • Subject matter expert on sustainable infrastructure
<p>REGISTRATIONS/CERTIFICATIONS</p> <ul style="list-style-type: none"> • U.S. Green Building Council, Leadership in Energy & Environmental Design, Accredited Professional, Operations & Maintenance (LEED AP O+M) • Envision Sustainable Professional (ENV SP) • Envision Program Verifier • Efficiency Sales Professional (ESP) • Transportation Worker Identification Credential • Stormwater, Erosion, Sediment Control Inspector- DOT, 18004, Active, Florida

**JORDANNA RUBIN, LEED AP O+M, ENV SP
SENIOR MANAGER**

Jordanna Rubin has over 15 years of experience, focused on resiliency and sustainability program design and implementation. She is currently a Client Program Manager at CB&I where she manages resiliency programs that help commercial and government clients survive, adapt and thrive in the face of environmental, social and economic stresses. She has a diverse professional background in environmental management and resource conservation. Her expertise and experience includes developing and implementing resiliency and sustainability programs; green infrastructure; high efficiency buildings; sustainable remediation; energy management; and GHG inventories.

Prior to joining CB&I, Ms. Rubin was the Environmental Resources Manager for the City of Miami Beach, FL. She managed environmentally sensitive construction projects (including South Beach’s “Beachwalk”), worked to incorporate sustainable and green infrastructure BMPs into City projects, and designed environmental education programs. She served as a liaison to environmental regulatory agencies and was a part of the engineering review team. Additionally, Ms. Rubin served as the Assistant Director at the Columbia University Energy Policy Center in the City. She managed the operations of the Center, including coordination of the academic programs and conference development. Most notably, she consulted on the permitting for a renewable tidal energy pilot project for Roosevelt Island, New York.

Relevant Project Experience

Project Manager, National Disaster Resiliency Competition, Phase II Applications; State of Texas General Land Office; State of Louisiana; City of New York

Ms. Rubin was Project Manager for the development of the TGLO Phase II NDRC application. Project tasks included application narrative development, eligibility and rating factor review, benefit-cost analysis, activity budgets and schedules, and development of communications and stakeholder management plans. Projects were identified for three local communities and included wildfire management, hazard modeling, infrastructure upgrades, and floodplain buyouts. She also assisted with the development of the application narratives for the City and the State of Louisiana.

Facilitator/Subject Matter Expert, Rockefeller Foundation Resiliency Academies

Ms. Rubin served as a Facilitator and Subject Matter Expert at the Rockefeller Foundation Resiliency Academies across the Country. She assisted numerous applicants develop their approach for the HUD National Disaster Resiliency Competition and reviewed an additional 10 applications for grant compliance

and soundness of approach. Program approaches included water and stormwater management, sustainable communities, sustainable forest management, data and GIS tools, and economic resiliency.

Assistant Project Manager and Resiliency Advisor, New York City Local Initiatives Support Corporation (LISC) Low Income Housing, New York, New York

Ms. Rubin serves as an Assistant Project Manager and Resiliency Advisor to implement resiliency assessments for low-income housing impacted by Hurricane Sandy. The assessments make facility and infrastructure recommendations to make the area and buildings more resistant to future climate impacts. Recommendations include energy efficiency measures and green design/infrastructure (LID) changes to manage flooding and other storm impacts.

Technical Advisor, New York City Housing Authority (NYCHA), New York, New York

Ms. Rubin serves as a Technical Advisor providing targeted research and analysis on the benefits of using low impact development techniques for municipalities. Opportunities identified will be incorporated into a plan to protect 350 acres of urban residential high-rise from daily rain events to super storms like Sandy taking into consideration Sea Level Rise and Climate Change factors through 2050. In addition, she serves as a green building manager to ensure redevelopment projects meet the Enterprise Communities Criteria.

Project Manager, Sustainability Master Plan and EECBG Program, Palm Bay, Florida

Ms. Rubin serves as the Project Manager for the City's sustainability program. Projects included a sustainability master plan, energy strategy, energy audits, GHG inventory, building automation systems, sustainability website, and development of green building and rehabilitation ordinances. As the Project Manager, Ms., Rubin managed over 10 outreach workshops with city council, city committees, and other stakeholders for master plan input. The project team is currently updating a third GHG inventory.

QA/QC Manager, New York City Build It Back Acquisition Program, New York City Department of Environmental Protection, Hurricane Recovery Office, New York, New York

The BIB Program has developed multiple options that allow for the acquisition of properties that were damaged by Hurricane Sandy. The overarching goals of each of the Program options is to facilitate the recovery of homeowners by providing assistance to relocate to a new primary residence and to support the redevelopment of the purchased properties in a manner that is either more resilient or that limits future flood risk.

Project Manager, Sustainability Consulting Services, City of Doral, Doral, Florida

Ms. Rubin is Project Manager for the development of energy, water, fuel, GHG baselines; creation of sustainability goals; and development of implementation and monitoring framework for future sustainability programs.

Sustainability Advisor, Texas Coastal Resiliency Study, Texas General Land Office, Houston, Texas

Ms. Rubin served as the Sustainability Advisor for a Coastal Resiliency Study that focused on the affects and costs of recent hurricanes, and identified potential projects that had the highest impact for long-term recovery. Ms. Rubin was responsible for providing analysis for the inclusion of sustainable infrastructure, low-impact development, and management of contaminated sites.

Project Manager, LEED EB Certification, Dr. Pepper Snapple Headquarters, Dr. Pepper Snapple, Plano, Texas

The building was awarded GOLD certification in June 2012. Ms. Rubin managed a project team that developed sustainability policies, implemented environmental best management practices, conducted energy audits, industry benchmark assessments, and a GHG inventory of the building.

Firm

- APTIM Environmental & Infrastructure, Inc.

Education

- Fellow, Institute of Environmental Communication, Loyola University, New Orleans, Louisiana, 2011
- Master of Arts, Communication and Media Studies, University of Illinois, Chicago, 2005
- Bachelor of Arts, Political Science, University of Florida, 1998
- Certificate in Eastern European Studies, University of Economics, Prague, 1997

Highlights

- *Resilient New Orleans*, Working group contributor, 2015
- *Greater New Orleans Urban Water Plan*, Advisory Panel, 2011-2013
- Horizon Initiative Water Committee, 2010-2013
- Gulf Coast Communities Program, Institute for Sustainable Communities, Resource Team, 2013
- Flood Risk and Resilience Program, Coastal Protection and Restoration Authority, Advisory Group, 2013

**Angela Lawson
Senior Manager**

Professional Qualifications

Ms. Lawson is an accomplished Project Manager, who has gained experience through her work on some of the most ambitious and high-profile resilience projects and programs in the nation. With over six years of disaster recovery and resilience experience at a state agency, Ms. Lawson is an expert in CDBG-DR programs, and understands how to work within the confines of government regulations and structure to implement projects and programs that will have a lasting impact on communities.

Relevant Project Experience

Resilience Project Manager, CB&I Environmental & Infrastructure, Inc., June 2016 - Present

Ms. Lawson joined APTIM as a Senior Manager. In this role, she is supporting multiple CDBG-funded, disaster recovery and resiliency programs with policy development, QA/QC, and compliance.

Planning & Resilience Manager, Louisiana Office of Community Development – Disaster Recovery Unit, March 2010 – June 2016

Ms. Lawson led the development of planning and resiliency-based initiatives while at OCD-DRU. In this role, she designed and implemented programs that addressed identified needs and assisted communities with developing resilience plans. Ms. Lawson’s work included:

Comprehensive Resiliency Pilot Program – a competitive program designed to provide communities with financial and technical support to develop non-structural strategies that reduce risk to chronic and acute stressors. Strategies included resilience-based comprehensive plans, zoning ordinances, floodplain regulations, integrated water management plans, financing and maintenance of green infrastructure, and carbon-sequestration market strategies.

Louisiana Resiliency Assistance Program – a program designed to provide workshops, webinars, and shared resources to communities on topics related to building social, economic and physical resilience.

National Disaster Resilience Competition (NDRC) – worked as lead to develop Phase I and II applications and the resiliency program contained therein; Conceptualized the State of Louisiana’s policy approach to resilient development, assisted with specific project development, coordinated budgets, scopes and contracts with all project partners, and authored exhibits for both applications.

Ms. Lawson also managed 29 disaster recovery contracts for OCD-DRU, and has a thorough understanding of CDBG-DR regulations.

ATTACHMENT A

FIRM <ul style="list-style-type: none">• APTIM Environmental & Infrastructure, Inc.
EDUCATION <ul style="list-style-type: none">• Bachelor of Science, Psychology, Texas A&M University, College Station, Texas, 1982
HIGHLIGHTS <ul style="list-style-type: none">• Program management of New Jersey Superstorm Sandy and Texas Hurricane Rita and Hurricane Ike Programs• Policy Coordinator for New York City Rapid Repairs Program• More than 30 years of HUD and CDBG housing and infrastructure program management experience
PROFESSIONAL AFFILIATIONS <ul style="list-style-type: none">• Memberships on the National Community Development Committee, National Affordable Housing Committee, and National HOME Program Committee
AWARDS <ul style="list-style-type: none">• Commercial Redevelopment Project ("Sparks Building") ranked nationally in Top 30 Best Projects celebrating HUD's 30th Anniversary and "Top Three Best Rehab Projects" by Texas Main Street Program• Recipient of "Special Award for Innovation" awarded by the State of Texas in 1995

JO CARROLL
SENIOR TECHNICAL ADVISOR:
CDBG-DR COMPLIANCE SME



Jo Carroll possesses extensive management and administrative experience in local, state, and federal programs that revitalize communities and assist low income families. She uses this knowledge and experience in

designing and managing disaster recovery programs to re-house thousands of displaced residents. Her experience also includes co-ownership of a home construction business, which enabled her to gain first-hand knowledge and experience in the homebuilding and construction industry.

Relevant Project Experience

Program Manager, New Jersey Reconstruction, Rehabilitation, Elevation, Mitigation (RREM) Program, New Jersey Department of Community Affairs (NJCA), Trenton, New Jersey, May 2013 – Present

The RREM Program provides disaster housing relief services for more than 10,000 homeowners damaged or displaced by Superstorm Sandy along nine coastal counties. CB&I is providing Master Construction Management services by conducting damage assessments, implementation of environmental mitigation, CDBG-DR expertise, construction oversight, and compliance monitoring. Program activities include rehabilitation, reconstruction, elevation, mitigation, resiliency, demolition, lead paint assessments and clearances, asbestos assessments, windstorm compliance, and engineering design services. Construction is being completed in accordance with HUD and NJCA Construction Standards, the International Residence Code (IRC), Energy Star, HUD's CPD Greenbuilding Checklist standards, windstorm, and other local requirements. Ms. Carroll provides all aspects of program management for the environmental reviews, construction management, and construction inspections associated with this project. Ms. Carroll and her team of environmental and construction professionals provided management and oversight for development of a pre-qualified construction pool of more than 50 contractors, including the preparation of the RFP/IFB, development of selection criteria, and review of homebuilder submittals. She collaborates daily with New Jersey State staff, elected officials, homebuilders, homeowners, and municipal/state inspectors and officials.

Policy and Process Coordinator, New York City Rapid Repairs Program (NYCRRP), New York City Department of Environmental Protection, New York, New York, November 2012 – February, 2013

The NYCRRP provided emergency temporary repair services (limited to essential power, heat, and hot water) for residents affected or displaced by Hurricane Sandy that allowed them to remain or return to their homes, or essentially "shelter-in-place." As Policy and Process Coordinator, Ms. Carroll designed and developed program policies and guidelines in compliance with local, state, and federal requirements, to define the program workflow and responsibilities and

provide a systemic, consistent approach for the provision of services. The guidelines were used as a resource for City staff and Contractors to aid in communication and workflow management. Since the Program was the first-of-its-kind to provide shelter-in-place (previous FEMA disaster response programs involved the provision of group shelters

and/or trailers to temporarily house residents off-site), a major challenge was to identify potential situations and

issues and pre-plan the resolution through the development of general operating policies. Ms. Carroll, because of experience and knowledge gained in managing other CDBG-DR programs, quickly provided general guidelines (tailored to fit NYCRRP needs) to kick-start program implementation.

Program Manager, Galveston County Disaster Housing Assistance Program, ACS/Texas Department of Housing and Community Affairs (TDHCA) and Texas General Land Office, Galveston, Texas, December 2010 – July 2012

Ranked #1 out of 18 state subrecipients of Hurricane Ike funds, the Galveston County Program completed 659 homeowner and renter occupied homes constructed or rehabilitated to local, state, and federal requirements, including HUD's Housing Quality Standards, Texas Department of Insurance (TDI Windstorm), and International Residential Codes (IRC). Ms. Carroll provided all aspects of program management for the environmental reviews, construction management, and construction inspections associated with this project. The Galveston County Program also completed demolition of vacant and dilapidated structures. Ms. Carroll and her team of environmental and construction professionals provided management and oversight for 19 contractors. Ms. Carroll collaborated daily with county staff, elected officials, homebuilders, homeowners, and municipal/state inspectors and officials.

Program Manager, Bastrop County Texas Wild Fires, Texas General Land Office, June 2012 – Present

After experiencing severe drought conditions and a series of wildfires in the summer of 2011, Bastrop County, Texas was designated as a major disaster area, eligible to receive CDBG-DR funds. Funds were provided to repair/replace several hundred damaged infrastructure systems and assist approximately 150 residents with the rehabilitation/reconstruction of their homes. In her role as Program Manager, Ms. Carroll managed the completion of the countywide Environmental Broad Review and all site-specific Environmental Reviews. A particular challenge was the presence of an endangered species, the Houston toad, which required extensive research and collaboration with state/federal monitoring agencies to develop site-specific protocols to complete construction activities without harming the toad or its habitat. Ms. Carroll and her team were able to develop a comprehensive Toad Monitoring Plan to describe the work-site protocols suitable to satisfy toad enthusiasts and state/federal monitors.

<p>FIRM Aptim Environmental & Infrastructure, LLC</p>	<p>JEFFREY E. DAUGHTERS - FISCAL MANAGER</p> <p>Jeffrey Daughters has over 25 years of experience as a Program and Project Controls Manager and Senior Cost and Schedule Engineer. His primary strengths are in project controls, cost analysis, forecasting, budgets, A/R, A/P, cost proposals and Primavera scheduling. He has worked on cost reimbursable, fixed price and T&M projects for both government and commercial clients. His experience also includes training of junior personnel, extensive subcontractor and customer interaction and weekly reporting to both management and clients.</p>
<p>EDUCATION Master of Business Administration, Business Administration, University of Phoenix, Sacramento, California, 2006 Bachelor of Science, Business - Finance, California Polytechnic State University, San Luis Obispo, California, 1990</p>	<p>Relevant Project Experience</p> <p>Project Controls Manager, Multiple Projects and Programs, Aerojet, Sacramento, California, July 2007 – Present</p> <p>Mr. Daughters is Project Controls Manager for several Aerojet projects. His responsibilities include project controls, monthly SOX packages, accrual review, A/P and A/R review.</p> <p>Project Controls Manager, Jamestown Mine Closure and O&M/Groundwater Monitoring, Jamestown Trust, Jamestown California, May 2006 - Present</p> <p>Mr. Daughters financially manages the long-term Jamestown Mine project. His responsibilities include completing monthly cost and schedule reports to management, monthly SOX packages, maintain schedules for active work using Primavera, perform financial downloads, perform in-depth financial analysis and break-even analysis for change order work, help prepare and analyze budgets and change order values.</p> <p>Project Controls Lead, Humboldt Bay Power Plant Decommissioning Project, PG&E, Eureka, California, July 2013 – February 2016</p> <p>Mr. Daughters is Project Controls Lead for the \$200M PG&E nuclear power plant decommissioning in Humboldt County, Eureka, California. His responsibilities included Cost Account Manager (CAM) for all PMO activities, cost analysis and tracking, forecasting analysis, job setup, accrual review and approval, cash flow analysis between client and CB&I, A/R and A/P approval, CSR, and weekly/monthly management meetings to inform corporate of project financial data.</p> <p>Project Controls Manager, Penn Mine Landfill Sump, East Bay Municipal Utility, Calaveras County, California, December 2000 – February 2016</p> <p>Mr. Daughters financially manages the long-term Penn Mine project. His responsibilities include completing monthly cost and schedule reports to both corporate and project management, monthly SOX packages, maintain schedule for all active work using Primavera, perform all financial downloads, perform in-depth financial analysis as well as break-even analysis for change order work, help prepare and analyze budgets and change order values.</p>
<p>HIGHLIGHTS Over 25 years of project and program control management</p>	
<p>REGISTRATIONS/CERTIFICATIONS Real Estate License, 1990, 01098682, Active, California, 06/2018 Scuba Diver, 1985, Active, California</p>	
<p>TRAINING JD Edwards Programs (Vision), CB&I Continuing Education, 2010</p>	

Kathy Kinsland, CISEC, QSP, TOR-QISP

APTIM, Environmental SME

Kathy Kinsland has over 30 years of experience in biological assessment (CEQA/NEPA), permitting, and biological monitoring, and storm water management.

Ms. Kinsland has worked extensively for municipalities as a “qualified biologist” and a storm water compliance consultant for construction of infrastructure projects.

A few key points of her varied experience are listed below:

- Served as co-chairman for the California Storm Water Quality Association’s (CASQA) Construction Subcommittee.
- Has prepared or managed preparation of numerous CEQA/NEPA documents ranging from Initial Studies/Mitigated Negative Declarations, to comprehensive joint CEQA/NEPA environmental impact reports.
- Works directly with Construction Managers and municipalities to manage the construction storm water and biological services and monitoring programs for infrastructure projects.

Highlights

- Over 25 years of experience with environmental review under various state environmental policy act and NEPA reviews.
- Project Manager for environmental review of an environmental resources plan for the U.S. Bureau of Recreation.
- Deputy project manager for a joint state/NEPA review of a 230-mile natural gas pipeline under the Federal Energy Regulatory Commission.
- Prepared and implemented a Public Involvement Program for U.S. Bureau of Reclamation and for energy development projects in CA.
- Project Manager for License Amendment for an electric generation plant (NRG’s El Segundo’s) Power Redevelopment Project
- Project Manager for preparation of CEQA documents for infrastructure projects.
- Assigned to team of specialists working for the U.S. Army Corps to conduct environmental reviews for levee restoration following floods or flood control system throughout the U.S.

Education

BS, Aquatic Biology, Chemistry Minor, Eastern Michigan University, Ypsilanti, MI; Graduate Course Work and Continuing Education

Certifications/Associations

Certified Inspector Sediment and Erosion Control (CISEC- 311)
California Storm Water Quality Association (CASQA), Executive Planning Committee and Co-Chair of the Construction Subcommittee – 2003-2006
International Erosion Control Association – (IECA)

Key Positions

Staff scientist, U.S. Army Corps of Engineers, Detroit District and Sacramento District;
Manager of Environmental Services Division, RMI/Navigant;
Owner/President; Argonaut Ecological, Inc.
CB&I Senior Scientist.

Training

Storm water Pollution Prevention on Construction Sites
Storm water Pollution Prevention for Transportation Construction
Advanced Wetland Delineation and Management Training

-
- Assigned as Project Manager for NRG’s California Energy Generation Facility Licensing Amendment Petition and environmental review
 - Project Manager for Energy Generation (Peaker Power) Entitlement and Permitting for five facilities in California.
 - Prepared/coordinated FERC filings for LNG transmission projects within numerous states.
 - Served as Co-chairman for California Storm Water Quality Association’s (CASQA) Construction Subcommittee.
 - Former U.S. Army Corps of Engineers staff assigned to Regulatory and Engineering Divisions. Was selected as a member of the Value Engineering Team for project reviews.
 -

Construction Monitoring – Storm Water and Biological.

Ms. Kinsland has been part of numerous Construction Management Teams, responsible for providing pre-construction and construction phase compliance services to local municipalities for up to 30 roadway, bridge replacement, and infrastructure projects. Services provided include preparing and tracking environmental compliance throughout construction, conducting pre-construction biological surveys; preparation and review of storm water plans, project permitting (404, 401, etc); coordination with regulatory agencies;

development and implementation of worker training programs for storm water inspection, worker training for sensitive species protection; storm water inspections; and wetland delineations.

- **Folsom Dam Road Project**, Folsom, CA.
- **Whitney Ranch Parkway Interchange**, Rocklin.
- **Auburn Folsom Road Improvement Project**, Placer County, CA.
- **Tower Bridge Gateway Project**, West Sacramento CA.
- **I-80/Sierra College Boulevard Bridge Replacement Project** CA. Stormwater compliance.
- **Grade Separation Project, Stockton CA.**

Infrastructure - Water, Sewer, Gas

Ms. Kinsland has worked on numerous gas pipeline projects and was the deputy project manager for the Tuscarora Natural Gas Pipeline Project (Oregon, California, Nevada)—a 220-mile interstate gas pipeline project that had over 160 stream crossings. Her responsibility was to serve as the technical coordinator for the project. She worked directly with lead agencies and stakeholders, including the Federal Energy Regulatory Commission (FERC), the California State Lands Commission, and numerous California and Nevada regulatory agencies.

Ms. Kinsland also was heavily involved in developing a compliance monitoring program for the construction phase, and she developed the construction protocol and permitting for over 40 stream crossings. In addition, Ms. Kinsland has worked on a variety of other infrastructure projects including water delivery, pump-stations, sewer interconnections, and bike trails. For these projects she either managed the environmental review, technical coordination, field studies, or construction compliance elements of the projects.

Ms. Kinsland has also worked on several solid waste landfill projects, telecommunication projects, and municipal infrastructure projects to advise the municipalities as to the CEQA requirements, conducted scoping, and prepared environmental exemptions and IS/MNDs.

Flood Control Projects

Throughout her career, Ms. Kinsland has had extensive and varied involvement with flood

control projects throughout the Midwest and West including: plan formulation, damage assessment, environmental review, and public outreach. After extensive flooding in California 1986, she was detailed to California by the U.S. Army Corps of Engineers assisting with preparing fast tracked biological inspections and NEPA reviews for levee repair and permitting.

In the private sector, Ms. Kinsland worked as an extension to staff for the Sacramento Area Flood Control Agency (SAFCA) on levee widening and flood control improvements. In addition, Ms. Kinsland completed work for the Fresno Metropolitan Flood Control District (FMFCD). She handled the permit entitlement process for wetland fills, determined the cultural resources protection needs, and detailed the special status species protection. She also prepared stream restoration mitigation plans for the flood control projects, and performed on site monitoring and provided other compliance support to FMFCD during construction.

Electric Generation and Transmission

Biological Assessment, Wetland Delineation and Permitting: Confidential Clients and Municipal Clients

– Over the past 20 years Ms. Kinsland has worked on a variety of land development projects. She has managed large technical teams including hydrologist, biologist, botanists, archaeologists, and geologists. In addition, she has performed numerous wetland delineations and habitat assessments. Ms. Kinsland was recently project manager for a 3,800 acre planned development area in California’s Central Valley. As part of that work she conducted and managed a team of scientists as part of numerous studies including a wetland delineation, rare plant and animal studies, and hydrological studies.

Ms. Kinsland has also managed wetland construction and the required habitat monitoring. She managed several 5-year wetland monitoring program for municipalities.

One project involved an extensive wetland monitoring program for a stream in central California. For that project she was tasked with:

- Determine why several wetlands had failed;
- Develop a method by which to wean the landscape trees off the irrigation system and address maintenance issues;
- Prepare the final two years of monitoring reports for submittal to the Army Corps.

For other wetland monitoring assignments Ms. Kinsland worked with other biologist and hydrologist to determine habitat establishment success, prepare monitoring reports and work with the Army Corps to address any mitigation deficiencies.

Thomas W. Machen

Labor Compliance SME

APTIM Environmental & Infrastructure, Inc

27373 Dutcher Creek Rd.

Cloverdale, CA 95425

707.894.4699 home

707.291.7299 cell

Professional Qualifications

Mr. Machen has over 38 years of combined experience in the environmental remediation, drilling (geothermal) and heavy civil construction industry. He has worked in the capacity of Construction Superintendent, managing projects in value from \$10,000 to \$29 million. He presently holds the position of Director Construction Craft Management, in which he is responsible for managing the labor work force of approximately 500 nonunion and 1,500 union hourly craft workers and the associated departmental budget of approximately \$1.3 million annually.

Mr. Machen has managed field projects ranging from chemically impacted soils removal, demolition, groundwater treatment systems construction, fuel distribution retrofit, soil vapor treatment systems construction, well installation (groundwater, monitoring and geothermal) and heavy civil dirt construction projects.

Mr. Machen is the Qualifier for the following State Contractor's Licenses as the Responsible Managing Employee (RME):

Aptim Federal Services, LLC, California General Engineering A (and HAZMAT) License #998883

Aptim Environmental & Infrastructure, Inc. (formerly CB&I Environmental and Infrastructure, Inc.) California General Engineering A (and HAZMAT) License #815620 and supplemental C-51 Demolition & House Moving License.

Aptim Environmental & Infrastructure, Inc. (formerly CB&I), Utah E100 General Engineering License, #6309492-5501.

Shaw Environmental and Infrastructure, Inc. Nevada A General Engineering License, #62992 (inactive).

Education

Hartnell College, Salinas, CA (9-76 to 1-78) Psychology Major (3.09 GPA)

Santa Rosa Junior College, Santa Rosa, CA (8-74 to 8-76) Business/Psychology Major (3.0 GPA)

Registrations/Certifications/Licenses

General Engineering Contractor, 2009, 0062992, Inactive, Nevada, 12/2011

HazMat Removal & Remedial Action Contractor, 2009, 815620, Active, California, 12/2011

Contractor License Qualifying Party, 2010, 6309402-5501, Active, Utah, 11/2011

General Engineering Contractor, 2009, 815620, Active, California, 01/2011

Experience and Background

08/2004 – Present

Director- Construction Craft Management, Aptim Federal Services, LLC (formerly CB&I Federal Services, LLC), Concord, California

Oversee approximately ~500 union craft and ~300 non-union hourly craft employees nationwide. Responsibilities include working in conjunction with the various Business Lines and Functional Group within the company to assure the appropriate staffing of hourly labor for field construction projects. Manage an annual budget of ~\$1.3 MM, which incorporates training, medical surveillance and career development of hourly personnel and management staff. Other responsibilities include working with other Functional Organizations within the company during the proposal and bidding stages of new field opportunities. Organize and coordinate the recruiting of personnel and facilitate the hiring process for new employees across the country.

12/2013 - Present

Labor Relations Manager; loaned to Aptim Environmental & Infrastructure, LLC (formerly CB&I E&I, Inc.) Humboldt Bay Power Plant, Eureka, CA

Liaison between client (PG&E), subcontractors and Building Construction Trades Council of Eureka, CA for the \$240 million Demolition & Dismantling contract of the Humboldt Bay Power Plant. Negotiate and implementation of a General Presidents' Project Maintenance Agreement (GPPMA) for utilization of union labor for the execution of the contract.

08/2012 - 10/2013

MOX Labor Relations Manager, CB&I Federal Services, LLC (formerly Shaw Environmental & Infrastructure, Inc.), Aiken, South Carolina

Labor Relations Manager for the construction of the \$4.8 billion dollar Mixed Oxide Fuel Facility (MOX) for the Department of Energy (DoE) at the Savannah River Site in Aiken, SC. Implementation of a Project Labor Agreement (PLA) signed with the Augusta Building Trades Council (ABTC), signatory to 13 Local Trades Unions, utilizing ~500 union craft tradesmen for the construction of the MOX facility.

05/2002 - 09/2004

Western Operations Resource Manager, Shaw Environmental & Infrastructure, Inc.,

Oversee all hourly craft labor within Western Region (Rocky Mountain to Pacific Islands). Coordinate staffing needs with various Business Units within the company. Work with estimating personnel to establish labor in areas that work is being bid.

02/2002 - 05/2002

Western Operations Resource Manager, IT Corporation (The Shaw Group Inc., acquired substantially all of the operating assets of The IT Group Inc., in May 2002), Concord, California

Oversee all hourly craft labor (~500) within Western Region (Rocky Mountain to Pacific Islands). Coordinate staffing needs with various Business Units within the company. Work with estimating personnel to establish labor in areas that work is being bid.

07/2000 - 03/2002

Western Operations Manager, IT Corporation, Concord, California

Oversee all hourly craft labor (~500) within Western Region (Rocky Mountains to Pacific Island). Coordinate with various Business Lines and other groups within the company to properly staff field projects. Work with estimating department and cost and scheduling to ensure projects are operating at optimum capacity. Company filed Chapter 11 Bankruptcy in December 2002; The Shaw Group eventually acquired company.

08/1998 - 07/2000

Operations Resource Manager, IT Corporation, Concord, California

Coordinate, track and schedule craft labor personnel to support project sites in the Western U.S. and Pacific Islands. Directly responsible for approximately 500 hourly craft employees in a region from the Rocky Mountain States to the Pacific Islands. Work with various Business Lines within the company (i.e.: Dept. of Defense, Dept. of Energy, Commercial, solid Waste and Consulting & Ventures) to provide project labor support, proposal preparation, project cost estimating and plan review. Also responsible for all fixed warehouse operations on the West Coast from Irvine, California to Anchorage, Alaska.

09/1994 - 11/1998

Construction Superintendent, IT Corporation, Martinez, California

Construction Superintendent, Hamilton Army Airfield, USACE, Novato, CA, 06/1998 - 11/1998 responsible for all on site activities involved in excavation, handling, treating and disposal of approximately 180,000 cubic yards of a wide variety contaminated soils (i.e., TPH, Lead, PCB, TCE, DCE, PNA, Vinyl Chloride, Diesel and Jet Fuels). Oversight of between two and over 100 craft personnel, working multiple shifts while accruing over 350,000 man-hours without a lost time or recordable accident. Responsible for the production of Subcontractor Statements of Work, reviewing bid proposals, procurement of subcontractors and materials and supervising subcontractor work on site. Construct wastewater holding area and containment area, which consisted of 147 - 20,000 gallon "Frac" tanks. Construct wastewater treatment system, treat and discharge 800,000 gallons of collected water into sewage system.

Site Manager, Presidio of San Francisco, USACE, San Francisco, CA, 05/1996 - 07/1996

Presidio of San Francisco, while acting as Construction Superintendent for the Hamilton Army Airfield site, I was also the acting Site Manager for the Presidio of San Francisco. Duties included responsibility of all field activities involved with a 100,000 cubic yard excavation, removal and restoration of fuel lines in and around the Presidio. Manage soil excavations and disposal from various sites within the Presidio. Responsible for the coordination all craft labor, equipment and subcontractors during excavation and disposal efforts.

Foreman/Equipment Operator, Hamilton Army Airfield, USACE, Novato, CA, 03/1995 - 06/1995

Hamilton Army Airfield, night shift supervisor, responsible for 25 craft personnel during excavation operations. Responsible for excavation, segregating and stockpiling contaminated soils. Construct soil staging and soil stockpile areas. Clean and video log 5,000 linear feet of storm drain system.

Foreman/Equipment Operator, Beaser/Coppers Dioxin Landfill, Beaser-Coppers, Oroville, CA, 09/1994 - 03/1995

Night shift supervisor for 24 hour shift construction of a Class A Landfill Cell in Oroville, California. Construct cell with clay liner, install 40 mil HDPE liner, excavate and place Dioxin contaminated soils in cell. Cap cell with 40 mil HDPE liner, placement of clay layer and vegetative cover material.

04/1993 - 08/1994

Construction Superintendent, ALLPRO Corporation, Martinez, California

Install numerous groundwater extraction and soil vapor extraction treatment systems for various clients based around the San Francisco Bay Area. Involved in numerous gas station tank removal and retrofit projects for various clients based around the San Francisco Bay Area.

11/1991 - 04/1993

Construction Superintendent, Envirodyne Corporation, Martinez, California

Superintendent, Pond Closure, Southern Pacific Transportation Company, Oakland, CA, 01/1993 - 04/1993

Excavate, solidify and dispose of approximately 100,000 cubic yards of lead contaminated sludge. Excavate and stage sludge from pond area and mix with Fly Ash to solidify for disposal.

Superintendent, City Corp Yard, City Corp Yard, Santa Rosa, CA, 06/1992 - 01/1993

Construct bioremediation cell approximately 300' x 300' with 40 mil HDPE liner material. Excavate approximately 5,000 cubic yards of petroleum-contaminated soils, stockpile excavated soils within constructed bioremediation cell. Responsible for the performance of the daily maintenance by adding nutrients and turning of soils within bio cell.

Superintendent, variety of clients in the San Francisco Bay Area, Various Locations, 11/1991 - 06/1992

Construct numerous groundwater extraction and soil vapor extraction treatment systems for a variety of clients in the San Francisco Bay Area. Involved in numerous gas station tank removal and retrofit projects for various clients in the San Francisco Bay Area.

08/1978 - 11/1991

Worked for various drilling companies at the Big Geysers Geothermal Field in Lake County, CA. Drilling operations for steam to power the Geothermal Power Plants for UNOCAL and Pacific Gas & Electric Company (PG&E). Worked all positions on drilling rigs (Floorhand, Motorman, Derrickman, and Driller).

Worked as Maintenance Mechanic at Asti Winery for Wine World Estates.

Also worked various positions in Lumber and Plywood mills

Awards/Client Commendations:

Project Team presented with "IT quarterly Safety Award," 1st Quarter Fiscal year - 1998

U.S.A.C.E. Contractor Safety and Health Award for the period from February 1995 through March 1996

Personally received the company "IT Corporation Quality Control Award" for work performed on GSA Phase II Sale Area.

Additional Training/Continuing Education

ATTACHMENT A
RESUMES

CB&I Supervisor Incident Prevention Program (SIPP), Concord, CA 2014

Service Contract Act Summit and Training, Arlington, VA, 2011

8 Hour OSHA Refresher Training, Concord, CA, 2009

HR for Supervisors, Concord, CA, 2008

Balanced Scorecard Collaborative, Baton Rouge, LA, 2008

Red Vector Project Management, 14 Hours, Concord, CA, 2008

OSHA Disaster Site Worker, Las Vegas, 2006

Service Contract Act Summit and Training, San Diego, CA, 2006

Competent Person: Drilling Oversight (CPDO), Concord, CA, 2006

Safety Leadership Series: Best Practices, New Orleans, LA, 2006

Safety Leadership Series: Incident Investigation & Workers Comp, New Orleans, LA, 2006

Safety Leadership Series: Subcontractor Prequalification, New Orleans, LA, 2006

Safety Leadership Series: Leadership Through Effective Safety Assessments, Concord, CA, 2006

Health and Safety Orientation, Concord, CA, 2006

Defensive Driving, Concord, CA, 2005

Service Contract Act Training Seminar, San Diego, CA, 2005

8 Hour OSHA 1910.120 Supervisor Training, Concord, CA, 2003

H&S Program Management for Project Managers & Supervisors, Concord, CA, 2003

Human Resources Leadership 2000 Training: Core Modules, Concord, CA, 2003

Davis-Bacon Act Training Seminar, Las Vegas, NA, 2003

Service Contract Act Training Seminar, Las Vegas, NA, 2003

Competent Person/Excavation Safety, Novato, CA, 1996

8 Hour OSHA 1910.120 Supervisor Training, Martinez, CA, 1995

Confined Space/Entry Supervisor, Martinez, CA, 1992

8 Hour OSHA 1910.120 Supervisor Training, Martinez, CA, 1992

29 CFR 1910.120 OSHA 40 Hour Hazardous Materials Handling Course, Richmond, CA, 1991

ATTACHMENT A
RESUMES

References:

John Loftus, VP Business Management, Aptim Federal Services, LLC. 202.261.1940

John Sciacca, Director of Nevada Water Sciences Center, USGS, 775.461.6119

David Quinn, Senior Vice President – Atkins, North America, 617.335.7836

Last Updated: 07 May 2018

Jonathon S. Hunt

Procurement SME, APTIM

Professional Qualifications

Mr. Hunt has 28 years experience of purchasing materials, subcontracting services, heavy equipment rentals and services through purchase orders and credit card (complying with Federal Acquisition Regulations), experience with market research to identify new small, local businesses for various project sites, experience in reviewing subcontracting and small business plans, utilization of contracting data systems and procurement analysis, experience in training on procurement policies and procedures, both with the U.S. Government (U.S. Air Force) and as a federal contractor (IT Corporation/Shaw Group/CB&I/Aptim), and experience with subcontracts/procurement activities within federal guidelines for federal emergency contracts. Very knowledgeable with the SAMS database, high communication skills with internal and external customers, experience with highly detailed and complex solicitations/proposals. Mr. Hunt also has 6 years of experience in purchasing materials and maintaining warehouse inventory control within the Family Housing Maintenance section in the Air Force. Responsibilities include acquiring materials and services for multimillion dollar projects in a timely manner, paying vendor invoices promptly, and maintaining complete inventory accuracy of company owned and client owned property.

Additional Training/Continuing Education

EI-PS213 Acquisition of Commerical Items and Services, Internal, 2011
EI-PS213 Solicitation and Evaluation Criteria, Internal, 2011
EI-PS204 Solicitation and Evaluation Criteria, Internal, 2011
EI-PS306 Vendor Payments, Internal, 2011
EI-PS307 Termination, Internal, 2011
EI-PS309 Expediting, Internal, 2011
EI-PS201 Types of Agreements, Internal, 2011
EI-PS303 Modifications and/or Change Orders, Internal, 2011
EI-PS105 Risk Management, Internal, 2011
EI-PS500 Supplier Diversity Program, Internal, 2011
EI-PS400 Subcontractor Property Administration, Internal, 2011
EI-PS308 File Closeout, Internal, 2011
EI-PS202 Consultants, Internal, 2011
EI-PS103 Identification of Sources, Internal, 2011
EI-PS102 Preparation of the Resource Requisition, Internal, 2011
EI-PS101 Resource Planning, Internal, 2011
EI-PS214 Micro-purchases, Internal, 2011
Insurance, Contracts, Subcontracts- 2 hours, Internal, 2010
Corporate Policies/Procedures-U.S. Government Contracts, Internal, 2010
Corporate Compliance-Antiboycott Compliance, Internal, 2010
Corporate Policies-Accounting & Finance Policies Applicable To Procurement, Internal, 2010
Foreign Corrupt Practices Act-Conducting International Business Properly, Internal, 2010

Corporate Policies-Government Accounting Policies Applicable To Procurement, Internal, 2010
American Reinvestment & Recovery Act, on-line, 2009
Shaw Procurement Standard Operating Procedures-40 hours, Internal, 2009
40 Hour Hazardous Waste Operations and Emergency Response Training, U.S. Air Force, 1999
How To Be A Better Buyer Seminar, U.S. Air Force, 1997

Security Clearance

Secret Clearance, US Air Force, 1989, Inactive, 08/1999

Experience and Background

07/2017 - Present

Subcontract Administrator IV, Aptim, Baton Rouge, Louisiana

Tasks include planning, negotiating, managing, and administering purchase orders and subcontracts for supplies and services required for Aptim for Disaster Recovery programs. Utilizing company purchasing card for micro purchases and services (less than \$3,000).

01/2014 - Present

Subcontract Administrator III, CB&I Environmental & Infrastructure, Inc., Baton Rouge, Louisiana

Tasks include planning, negotiating, managing, and administering purchase orders and subcontracts for supplies and services required for CB&I. Utilizing company purchasing card for micro purchases and services (less than \$3,000).

02/2013 - present

Subcontract Administrator III, CB&I Federal Services, Procurement, Knoxville, Tennessee

Tasks include planning, negotiating, managing, and administering purchase orders and subcontracts for supplies and services required for CB&I. Utilizing company purchasing card for micro purchases and services (less than \$3,000).

11/2015 - 07/2017

Subcontract Administrator IV, CB&I Environmental & Infrastructure, Inc., Baton Rouge, Louisiana

Tasks include planning, negotiating, managing, and administering purchase orders and subcontracts for supplies and services required for CB&I. Utilizing company purchasing card for micro purchases and services (less than \$3,000).

The following is a summary of key projects:

Subcontract Administrator, New York City Build It Back, 154383, New York City, New York, NY, \$2,000,000.00, 04/2015 - Present

Teaming agreements, pricing and cost analysis, researching SAMS database for elected subcontractors, negotiating pricing with local, small, women, minority, HUB zone businesses, soliciting pricing for complex subcontracting services, complying with local and state government regulations.

Subcontract Administrator, New York City Housing Authority (NYCHA), 151922, NYCHA, New York, NY, \$27,000,000.00, 04/2014 - Present
Program Management for Hurricane Sandy victims

Accomplishments:

Teaming agreements, pricing and cost analysis, researching SAMS database for elected subcontractors, negotiating pricing with local, small, women, minority, HUB zone businesses, soliciting pricing for complex subcontracting services, complying with local and state government regulations.

08/2013 - 12/2013

Subcontract Administrator III, CB&I Federal Services, Baton Rouge, Louisiana

Tasks include planning, negotiating, managing, and administering purchase orders and subcontracts for supplies and services required for CB&I. Utilizing company purchasing card for micro purchases and services (less than \$3,000).

07/2011 - 02/2013

Subcontract Administrator III, Shaw Environmental & Infrastructure, Inc., Contracts/Procurement, Concord, California

Tasks include planning, negotiating, managing, and administering purchase orders and subcontracts for supplies and services required for Shaw. Utilizing company purchasing card for micro purchases and services (less than \$3,000).

The following is a summary of key projects:

Lead Procurement, Highly Contaminated Water Treatment System, 142860, Toshiba, Fukushima Nuclear Plant, Japan, \$52,322,500.00, 04/2011 - Present

Use of lead shot for the Simplified Active Water Retrieve & Recovery System to decontaminate water run off from the damaged nuclear power plants.

Accomplishments:

Assigned as lead buyer to work on the Japan Effort (Highly Contaminated Water Treatment System) and on-site RAD monitoring. Procured materials zeolite and filter sand, RAD monitors, and lead shot. Worked 75 hours in 1 week (June 24-July1) to get an extremely urgent need of 600 metric tonnes of lead shot required for the filter vessels, with Korean supplier (KEPCO Engineering & Construction).

After further negotiations with KEPCO, the following items have been accepted by both parties.

1. KEPCO accepts net 30 for the lead shot upon delivery to Yokohama port, with 10% price increase for the raw material
2. KEPCO will be reimbursed for air freight of \$120,000.00 for the first 50 tons required by July 9, payable at net 30
3. KEPCO will be reimbursed freight charges of \$160,000.00 for remainder of order of 550 tons, payable at net 30

In their original proposal, they wanted 50% up front for the raw material, and 100% up front for the air freight of 50 tons, further negotiated to 30% up front and still 100% for air freight, then to 15% price increase for raw material, remaining funds for the rest of the order at net 30, to finally 10% price increase and remaining order at net 30. They requested the price increase due to the raw material (lead ingot) supplier demanding cash payment from them.

Other Comments:

The above action resulted in a raise and promotion, from Subcontract Administrator II to Subcontract Administrator III, effective July 2, 2011.

01/2011 - 06/2011

***Subcontract Administrator II, Shaw Environmental & Infrastructure, Inc.,
Contracts/Procurement, Concord, California***

Tasks include planning, negotiating, managing, and administering purchase orders and subcontracts for supplies and services required for Shaw. Utilizing company purchasing card for micro purchases and services (less than \$3,000).

06/2007 - 12/2010

***Procurement Specialist III, Shaw Environmental & Infrastructure, Inc.,
Contracts/Procurement, Concord, California***

Tasks include planning, negotiating, managing, and administering purchase orders and subcontracts for supplies and services required for Shaw. Utilizing company purchasing card for micro purchases and services (less than \$3,000).

The following is a summary of key projects:

***Procurement, Sand Barrier Berm Project, 139551, Louisiana Coastal Protection & Restoration,
Baton Rouge, \$360,000,000.00, 06/2010 - 08/2010***

Transfer sand material from bottom of sea floor to build sand barrier berm in response to BP gulf coast oil spill.

Accomplishments:

Secured crew boats and quarters barges for Shaw personnel, where these particular items were of short supply due to numerous government and commercial agencies procuring the same items for their people for the oil spill.

Other Comments:

My excellent rapport with local vendors and timely response for procuring needed equipment and supplies that were in short supply, resulted in a promotion within the Procurement Group from Procurement Specialist III to Subcontract Administrator II.

05/2002 - 06/2007

***Project Accountant III, Shaw Environmental & Infrastructure, Inc., Federal & Commercial,
Concord, California***

Tasks include field purchasing(purchasing card, purchasing order, petty cash), Receiving, Government Property, Low Value Equipment, Vendor invoices, Owned/Rented Equipment,

Timekeeping, Local Hiring, Davis-Bacon/Services Contract Act, Subcontractor Invoices, Subcontractor Certified Payroll, and Administrative Project Close Out.

The following is a summary of key projects:

Project Accountant, Exide Battery Plant, 118762, Exide, Heflin, Louisiana, \$1,500,000.00, 03/2006 - present

Excavation of lead contaminated soil, demolish battery warehouse and truck scale.

Accomplishments:

Turned all scrap material from demolition into local recycling facility and used those funds for lunches and dinners for crew to boost morale.

Project Accountant III, KellyUSA Shelter Operations, 118173, FEMA, San Antonio, Texas, \$14,000,000.00, 10/2005 - 02/2006

Operations of shelters for evacuees of Hurricanes Katrina and Rita.

Accomplishments:

Closed the shelters by Christmas (December 22).

Project Accountant III, Groom Road Trailer Park Site, 117626, FEMA, Baker, Louisiana, \$48,190,566.00, 09/2005 - 10/2005

Setup utilities and trailers for evacuees.

Accomplishments:

FEMA gave us 12 days to install utilities to prepare for trailer install. We did it in 6 days.

Project Business Administrator II, EMAC Hunter's Point, 843812, U.S. Navy, San Francisco, Ca, 05/2003 - 09/2005

Groundwater Extraction System

Accomplishments:

Reduced utilities consumption by 50%, saving approximately \$3,000/month.

Awards/Client Commendations:

Individual bonus check received.

Project Business Administrator II, East Broad Elementary School and Mathilda Park, 108801, CSX Transportation, Savannah, Ga, \$1,800,000.00, 05/2004 - 11/2004

Excavations of contaminated soils.

Accomplishments:

6 month project. We finished in 4 1/2 months.

Awards/Client Commendations:

Individual bonus check received.

Project Business Administrator, EFA West RAC II Hunter's Point, 831291, U.S. Navy, San Francisco, Ca, 08/2002 - 05/2003

Asbestos Abatement of buildings

11/2000 - 05/2002

Project Business Administrator, IT Corporation The Shaw Group Inc. acquired substantially all of the operating assets of The IT Group Inc., in May 2002), Federal, Concord, California

Tasks include field purchasing(purchasing card, purchasing order, petty cash), Receiving, Government Property, Low Value Equipment, Vendor invoices, Owned/Rented Equipment, Timekeeping, Local Hiring, Davis-Bacon/Services Contract Act, Subcontractor Invoices, Subcontractor Certified Payroll, and Administrative Project Close Out.

The following is a summary of key projects:

Project Business Administrator, EFA West RAC II Hunter's Point, 773247, U.S. Navy, San Francisco, Ca, \$60,000,000.00, 11/2000 - 11/2002

Excavations of contaminated soils.

08/1999 - 10/2000

Sales Associate, Yardbirds Home Center, Fairfield, California

Customer Service/Inside Sales, Safety/HAZMAT Coordinator.

11/1993 - 08/1999

Material Control/Work Order Clerk, U.S. Air Force, Civil Engineering, Travis Air Force Base, California

Responsibilities include acquiring materials and services through International Merchants Purchase Agreement Card(Government Credit Card Program) and Purchase Orders to maintain base facilities and emergency response.

Maintaining inventory control for Prime Base Engineering Emergency Force team kits with 95% or better inventory accuracy.

Purchasing materials and maintaining warehouse control for the Family Housing Maintenance section for base housing residents.

Receive and issue parts and materials for work orders for various base maintenance shops.

Mobilizing and demobilizing field equipment for military training exercises.

08/1989 - 11/1993

Inventory Management Specialist/Logistics, U.S. Air Force, Holloman Air Force Base, New Mexico

Responsibilities include maintaining inventory control for aircraft parts and monitoring Mission Capable(MICAP) parts for F-15 and F117a fighter jets.

Awards/Honors

Award of Excellence, Shaw, 2011

Jonathon S. Hunt

Title: Subcontracts Admin
Employee Number: 63065578
Location: LA - Baton Rouge- Essen Lane
Location2:
Business Unit: Procurement
Company: Aptim E&I Inc (Shaw 501)

Contact Information

Work Phone: 225-987-7270

Skills

Group: PROJECT MANAGEMENT SPECIALTIES
Category: CONSTRUCTION MANAGEMENT - SUBCONTRACTS ADMINISTRATION
Skill/Experience Level: Bid Analysis: Expert
Skill/Experience Level: Close Out Management: Expert
Skill/Experience Level: File Management: Expert
Skill/Experience Level: Invitation to Bid Formation: Expert
Skill/Experience Level: Subcontract Bid Evaluation: Expert
Skill/Experience Level: Subcontract Conformance: Expert
Skill/Experience Level: Subcontract Negotiations: Expert
Skill/Experience Level: Subcontract Plan Development: Senior
Skill/Experience Level: Subcontract Pricing and Costing: Expert
Skill/Experience Level: Subcontractor Prequalification Review: Expert
Category: PROCUREMENT
Skill/Experience Level: Expediting: Expert
Skill/Experience Level: Logistics: Expert
Skill/Experience Level: Purchasing: Expert
Skill/Experience Level: Warehousing: Working Knowledge
Category: PROJECT ACCOUNTING
Skill/Experience Level: Accounts Payable : Working Knowledge
Skill/Experience Level: Billing Support : Working Knowledge
Skill/Experience Level: Cost Accounting : Working Knowledge
Skill/Experience Level: Government Property : Expert
Skill/Experience Level: InSite 2000 : Expert
Skill/Experience Level: Low Value Equipment/Shaw Equipment : Expert
Skill/Experience Level: Payroll/Human Resources : Working Knowledge
Skill/Experience Level: Procurement/Sourcing : Expert
Skill/Experience Level: Project Closeout : Expert
Skill/Experience Level: Project Control Logs : Senior
Skill/Experience Level: Project Mobilization : Expert
Skill/Experience Level: Shaw Policies/Procedures : Senior
Skill/Experience Level: Vendor Relations : Expert

Other Information

Years of Experience

Previous Employers: 10.00
Shaw: 21.75
Total of 27.00 year(s) experience

Industry Experience

Aviation
Construction
Environmental

International Experience

Saudi Arabia, U.S. Air Force-Active Duty, Desert Storm, 06/1992 - 10/1992

Military Experience

US Air Force, Senior Airman , 1989-1999