

STANDARD AGREEMENT

STD 213 (Rev. 03/2019)

AGREEMENT NUMBER
19-CDBGMIT17-001

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

October 31, 2021

3. The maximum amount of this Agreement is:

\$383,000.00

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.

EXHIBITS	TITLE	PAGES
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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 <https://www.dgs.ca.gov/DLS/Resources>.

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.

CONTRACTOR AUTHORIZED SIGNATURE

DATE SIGNED

9/9/19

STANDARD AGREEMENT

STD 213 (Rev. 03/2019)

AGREEMENT NUMBER 19-CDBGMIT17-001	PURCHASING AUTHORITY NUMBER (If Applicable)
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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

9-9-19

CALIFORNIA DEPARTMENT OF GENERAL SERVICES APPROVAL



EXEMPTION (If Applicable)

APPROVED
SEP 12 2019
OFFICE OF LEGAL SERVICES
DEPT. OF GENERAL SERVICES

CONTRACTOR

GCR Inc.
a Louisiana corporation

By:



Angele C. Romig
Executive V.P.

Date:

9/9/19

Address:

2021 Lakeshore Drive, Suite 500
New Orleans, LA 70122

Prep. Date: 08/29/19

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”) with a Mitigation Action Plan (“Work”) as described herein.
2. Work shall be provided at, 2020 West El Camino Avenue, Sacramento, CA 95833, during the hours of 8:00 am to 5:00 pm, Monday through Friday, excluding State observed holidays, as applicable.
3. The Representatives during the term of this Agreement will be:

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

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

4. Specifications and Detailed Description of Work

In support of the State of California’s efforts to recover from and mitigate recent wildfires and mudslides in northern and southern California, the Contractor shall provide services outlined below and any other services necessary to enable HCD to produce an Action Plan for the CDBG-MIT Program. The Action Plan will, ultimately, be accepted and approved by The Department of Housing and Urban Development (HUD).

A. Task 1: Mitigation Action Plan and Certifications

- 1) Provide the following within seven business days of the publishing of the Federal Register Notices (FRN) for Mitigation:
 - a) Summary of the Federal Register Notices (and other HUD-issued guidance).
 - b) Prepare Disaster Recovery Mitigation Action Plan development work plan with budget and timeline for HCD approval.

EXHIBIT A

- 2) Deliverables upon HCD approval of work plan and budget - Prepare Mitigation Action Plan and Certifications consistent with activities and deliverables outlined in Tasks listed below.

B. Task 2: Pre-Award Regulatory Support

- 1) Waiver Research and Development
 - a) Work with HCD to determine the current or potential need for waivers to regulatory requirements as an initial step following the publication of the Federal Register Notice (and other HUD-issued guidance) for the mitigation grant from HUD. This effort will entail an assessment of the statutory requirements outlined in the Notice and determinations relative to possible challenges with HCD's ability to comply with said requirements due to the nature of the disasters, the location of impacts, the populations impacted, and the programs needed for an effective recovery, among other factors.
 - b) Draft language for waiver requests based upon the aforementioned assessment, partnering with HCD personnel to ensure there is a clear understanding of the impacts of the waiver request and approval/denial.

C. Task 3: Community Development Block Grant-Mitigation (CDBG-MIT) Action Plan and Certifications

- 1) Action Plan Summary, Certifications Outline, and Work Plan
 - a) Provide a complete summary of federal requirements for the CDBG-MIT funding following publication of the applicable Federal Register Notices (and other HUD-issued guidance). The summary will include organizational and financial certifications required by the Notice, if any.
 - b) Develop and submit a work plan based on the HUD requirements released in the Federal Register Notice (and other HUD-issued guidance) and the needs of the State of California. The work plan will include a timeline and milestones related to completing all sections of the Action Plan, including eligible activities, method(s) of distribution, program development, and cross cutting requirements.
 - c) Standard time estimated for completion of an Action Plan is 120 days and Certifications of Proficient Controls is 60 days from the effective date of the FRN's. Timing for these will be adjusted per the process outlined in the Notices following publication.
- 2) Community and Stakeholder Outreach

Drive and support HCD's public engagement efforts related to the Action Plan and any Action Plan Amendments for disaster impacted areas. This will include meeting scheduling, public outreach, logistical support, translation services in Spanish and American Sign Language (ASL), development of presentations and

EXHIBIT A

handouts in English and Spanish, and documenting comments and questions from meeting attendees.

- 3) Certifications of Proficient Controls
 - a) Support HCD with completing and/or updating the Certifications of Proficient Controls for submission to HUD.
 - b) Certifications of Proficient Controls include the following: organizational structure, demonstration of adequate financial controls, internal and external audit functions, federal procurement policies, prevention of duplication of benefits policies, procedures for timely expenditure of funds, procedures to maintain a comprehensive website related to disaster recovery programs, and procedures to detect and prevent fraud, waste and abuse.
 - c) Coordination with HCD staff to compile all policies and procedures related to the certifications, and, if necessary, draft policies needed for submission to HUD.
- 4) Implementation Plan and Capacity Assessment
 - a) HCD will be required to demonstrate that it has sufficient capacity to manage the appropriated CDBG-DR funds and the associated risks.
 - b) Work with HCD to prepare a package of information that demonstrates its ability to provide timely information to program applicants on the status of their applications; that HCD has assessed its capacity and has a plan to address any identified capacity gaps; that HCD has assessed its staffing and has a plan to address any identified staffing gaps; that there is a plan to effectively coordinate internally and across agencies; that HCD has a plan to provide technical assistance to its current staff and those employed following the submittal of the plan; and that there is a clear delineation of roles and responsibilities with respect to management and administration of the CDBG-DR funds.
- 5) Mitigation Needs Assessment
 - a) HCD expects that HUD will require all grantees submitting an Action Plan to assess the mitigation needs for housing, economic development, infrastructure, vulnerable populations, and resilience in the impacted areas. A methodology is likely to be defined in the Federal Register Notice which may outline an assessment of data from federal (FEMA, SBA, and NFIP), state (CAL FIRE, et al), and local government programs, impacts to stakeholders, vulnerable populations, Native American tribes, most impacted and distresses areas, and gaps in resilient needs. The mitigation needs assessment may be required to analyze the mitigation impacts based on income and demographic data.
 - b) Use the best available data from HCD, other federal and state agencies, as well as proven mitigation best practices. Coordinate outreach to state, local or federal partners with appropriate HCD staff.

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- c) A draft mitigation needs assessment will be delivered to HCD staff for review and input during the Action Plan development process. Contractor will then incorporate all edits and incorporate them into the final Action Plan.
- 6) Method of Distribution and Overall Benefit
- a) As required by the applicable Federal Register Notice, the method of distribution must align with the overall benefit requirement, if any.
 - b) Develop a budget for the action plan reflective of the method of distribution of funds to each proposed programs, activity or project, as the case may be, which will outline the program delivery costs and administrative costs for the grant.
 - c) The method of distribution will also describe the method of implementing the programs, activities or projects, whether it will be at the state or county level, or through grantees/subrecipients, municipalities, or other entities.
 - d) Work with HCD staff to ensure the method of distribution meets the needs of the communities and aligns with the mitigation needs assessment and that projected expenditures are reflective of the overall benefit requirement, if such a requirement is included in the Federal Register.
- 7) Mitigation Program/Activity/Project Design
- a) Based on the needs described in the mitigation needs assessment, work directly with HCD staff to design programs, activities and/or projects to meet the needs in the assessment.
 - b) Set up regular mitigation program design meetings with HCD staff to track policy decisions as programs are designed for the Action Plan.
 - c) For each program, ensure that it meets an eligible activity, the proposed national objective is identified, and there is a detailed description of the proposed beneficiaries.
- 8) Administrative and Cross Cutting Requirements
- a) Draft all remaining administrative cross-cutting requirements required for the Action Plan as outlined in the Federal Register Notice (and other HUD-issued guidance). These policies may include green building standards, broadband infrastructure standards, elevation standards, minimized displacement as a result of program implementation, program income, calculation of duplication of benefits for all programs, contractor complaints procedures, monitoring and compliance plan for the grant, and preventing fraud, waste, abuse and mismanagement of funds.

EXHIBIT A

- b) The Action Plan will outline how it aligns and coordinates with resilience or planning initiatives currently in place or underway in at the State and local level.
 - c) The Action Plan must include a Citizen Participation Plan. Work with HCD to modify the current HCD Citizen Participation Plan to reflect the specific requirements outlined in the Notice, if needed. When possible, utilize the current citizen participation plan policies and procedures. The Citizen Participation Plan must outline the procedures for engaging elderly and vulnerable populations, Limited English Proficient (LEP) communities, and those with disabilities. The Citizen Participation Plan will also be updated to reflect the Action Plan amendment process and the outreach and engagement strategy for ensuring the public can provide feedback on the proposed methods for expending the CDBG-MIT funds.
- 9) Public Comments and Final Draft
- a) A public comment period will be required as part of the Action Plan process. Deliver a draft Action Plan to the State to be distributed for the public for review during the public comment period.
 - b) Assist with the required public hearing(s), including meeting/hearing scheduling, public outreach, logistical support, translation services in Spanish and American Sign Language (ASL), development of presentations and handouts in English and Spanish, and documenting comments and questions from meeting attendees.
 - c) Compile and track all public comments received during the public comment period and will coordinate with HCD to draft responses.
 - d) Make changes to the Action Plan based on public comments received and as directed by HCD and incorporate a summary of all public comments and responses and changes into the final Action Plan.
 - e) Provide all version control methodologies in all documents so changes are easily understood, and locations can be easily identified.
- 10) Deliverables
- a) Summary of the Federal Register Notices (and other HUD-issued guidance).
 - b) Disaster Recovery Action Plan development work plan.
 - c) Draft Certifications of Proficient Controls packages.
 - d) Final Certifications of Proficient Controls packages.
 - e) Draft unmet needs assessment.
 - f) Draft program design.

EXHIBIT A

- g) Complete draft Action Plan for HCD review.
- h) Final draft Action Plan for public comment.
- i) Final Action Plan (with public comment incorporated) packaged for delivery to HUD.
- j) Continue to update all documents pursuant to HUD comments and requested changes until all final approvals are provided by HUD.
- k) Decision Log – on going matrix of issue and decision tracking

D. Task 4: Community and Stakeholder Engagement

- 1) Develop Communication and Outreach Strategy
 - a) Assess and identify key communication needs and types of messaging (print, electronic, email/phone, radio, television) and a public meeting outreach and engagement strategy to notify citizen of public meetings and encourage attendance.
 - b) Coordinate communications and messaging with senior leadership at HCD and other State, County or local agencies as needed.
 - c) Support HCD staff for development of media advisories and correspondence with media requests for information.
- 2) Establish Coordination Team and Stakeholder List

Identify core staff within HCD and state/local agencies to evaluate existing stakeholder lists in previous outreach efforts. Build out a stakeholder database and maintain as stakeholders are added throughout the process.
- 3) Create Outreach Materials
 - a) Support HCD staff in the development of fact sheets, talking points, presentations, media advisories, email language, flyers and social media posts.
 - b) Assist HCD with conducting public, stakeholder and focus group meetings.
- 4) Meeting Logistics and Coordination
 - a) Assist HCD with coordinating logistics with impacted counties, municipalities and elected officials including meeting locations, translation services and technology support.
 - b) Provide and collect sign-in sheets, and record meeting minutes including all comments and questions at all meetings.

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- 5) Deliverables
 - a) On-demand communications and messaging support including development of engagement materials.
 - b) Establish coordination team and stakeholder list.
 - c) On-demand logistical support and facilitation of meetings.

E. Task 5: Long-Term Housing Recovery Planning

1) Develop Overall Vision for Resilience

Articulate the vision for long-term recovery and resilience, ensuring that mitigation needs are addressed and the impacted communities are better prepared for future disasters.

2) Assess Existing Plans and Efforts

- a) Complete an assessment of relevant plans, studies, and strategies to inform the development of the long-term mitigation plan.
- b) Examine existing programs and planned projects to identify opportunities to leverage resources.

3) Develop Projects, Programs, and Policies

- a) Develop potential projects, programs, and policies that serve to address mitigation needs and create more resilient communities.
- b) For each project or program included, describe the service area, potential beneficiaries, estimated costs, relationship to the overall vision, challenges to implementation, action steps, and potential resources.
- c) For policy proposals, describe the justification, anticipated outcomes, challenges to adoption, relationship to the overall vision, and action steps.

4) Deliverables

Up to 16 local government level long-term mitigation strategies inclusive of the components outlined above.

F. Task 6: Assessment of Administrative Capacity

1) Evaluate Administrative Capacity

- a) Assess the organizational capacity to administer anticipated funding, emphasizing the existence and use of clear policies and procedures.

EXHIBIT A

- b) Where appropriate, identify critical capacity building needs and develop plan for providing the needed support.

- 2) Deliverables

Up to sixteen (16) reports detailing the capacity of each unit of local government to administer the existing and anticipated funding.

G. Task 7: Subrecipient NOFA and Application Development

- 1) Develop Subrecipient Notice of Funding Availability

Develop a method of distribution and associated document(s) that outlines the allocation methodology, eligible program typologies, key standards and requirements, and related components to guide the process by which local governments can apply to HCD for recovery funding.

- 2) Develop Subrecipient Application

Develop the application template that local governments will use to submit project and program proposals to HCD for consideration in line with the NOFA.

- 3) Deliverables

- a) Notice of Funding Availability document or equivalent method of distribution pursuant to best practices and efficient, compliant distribution and tracking of the HUD grants
- b) Subrecipient application template.

H. Task 8: Project Management and Coordination

- 1) Coordination with State and Local Officials

- a) Facilitate regular project status meetings with HCD and local officials.
- b) Maintain close coordination with identified personnel at the state and local levels to ensure questions are addressed and issues are resolved in a timely manner.
- c) Provide regular progress updates to HCD regarding the status of tasks outlined above.

- 2) Management of Tasks and Deliverables

- a) Develop a work plan inclusive of specific tasks and deliverables and the timelines associated with each component.
- b) Ensure there is a clear understanding of roles and responsibilities across state, local, and consultant team personnel as it relates to the successful and timely completion of all tasks and deliverables.

EXHIBIT A

- 3) Deliverables
 - a) Weekly project status meetings or as needed per project demands.
 - b) Weekly project status reports.
 - c) Work plan inclusive of tasks, deliverables, and individual(s) assigned to lead or support the completion of each item.

5. Effective Date and Term

- A. This Agreement is effective upon California Department of General Services (DGS) approval. The termination date of this October 31, 2021, 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.
- B. 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 \$383,000.00.

2. Budget Detail

Name/Title	Hours	Hourly Rate	Total
Ted Guillot, Director	200	\$215.00	\$43,000
Nathan Cataline, Project Manager	384	\$175.00	\$67,200
Adrienne Duncan, Sr. Technical Advisor	132	\$165.00	\$21,780
Ella Camburnbeck, Sr. Technical Advisor	212	\$165.00	\$34,980
Jared Lee, Sr. Technical Advisor	138	\$165.00	\$22,770
Simon Penning, Technical Advisor	150	\$125.00	\$18,750
Angie Traill, Sr. Technical Advisor	114	\$165.00	\$18,810
Cesar Castro, Sr. Planner	158	\$165.00	\$26,070
Diana Searl, Sr. Planner	42	\$165.00	\$6,930
Jennifer Day, Sr. Planner	76	\$165.00	\$12,540
Lyneisha Jackson, Planner	100	\$110.00	\$11,000
Mindy Montague, Planner	20	\$110.00	\$2,200
Alison Maulhardt, Sr. Planner	162	\$165.00	\$26,730
Julie Spezia, Sr. Technical Advisor	34	\$165.00	\$5,610
Cristina Trujillo, Technical Advisor	74	\$125.00	\$9,250
Tristan Lanza, Planner	166	\$110.00	\$18,260
Molly Mowery, Sr. Technical Advisor	20	\$165.00	\$3,300
Kelly Johnston, Sr. Technical Advisor	20	\$165.00	\$3,300
Curtis Alling, Environmental SME	10	\$280.00	\$2,800
Erik de Kok, Sr. Planner	48	\$165.00	\$7,920
Ben Billings, Programmatic SME	12	\$200.00	\$2,400
Mike Dorris, Programmatic SME	12	\$200.00	\$2,400
Jackie Edds, Technical Advisor	8	\$125.00	\$1,000
Other Direct Costs*	n/a	n/a	\$14,000
Travel	n/a	n/a	Included
Total Proposal			\$383,000

EXHIBIT B

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

3. Invoicing and Payment

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

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

4. Budget Contingency Clause

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

EXHIBIT B

5. Prompt Payment Clause

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

EXHIBIT D

HCD ADDITIONAL CONTRACT TERMS

1. Interpretation

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

2. Contract Manager

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

3. Publications and Reports

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

- 1) Incorporate any comments or revisions required by the State into any publication or report and shall not publish any material until it receives final written State approval.
- 2) Furnish 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

EXHIBIT D

report shall include, but not be limited to, a statement that the Contractor is or is not on schedule, any pertinent reports or interim findings, and an opportunity to discuss any difficulties or special problems so that remedies can be developed as soon as possible.

5. Presentation

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

6. Report Delivery

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

7. HCD Staff

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

8. Confidentiality of Data and Documents

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

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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 10335 through 10381 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.

ATTACHMENT A - RESUMES

QUALIFICATIONS

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

EDUCATION AND TRAINING

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

EMPLOYER DATES AND NAMES

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

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.

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.

Project Dates: January 2018 - Present

ATTACHMENT A - RESUMES

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

LA SAFE Program

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

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

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

Project Dates: January 2017 - Present

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

Louisiana Flood Recovery Support

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

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

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

Project Dates: November 2016 - Present

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

City of New Orleans National Disaster Resilience Implementation

Client: City of New Orleans

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

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

Project Dates: March 2016 - Present

Reference: Joseph W. Threat Sr., Manager, Project Delivery Unit; 1300 Perdido St., Suite 6E15, New Orleans, LA 70112; mkincaid@nola.gov; (504) 658-8771

ATTACHMENT A - RESUMES

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 AND TRAINING

Master of Urban Planning, 2009,
University of Michigan, Ann Arbor,
MI

B.A., American Studies, 2007,
University of California, Santa Cruz,
Santa Cruz, CA

HUD HOME Training

REGISTRATIONS/CERTIFICATIONS

FEMA Certifications

IS-100B - Introduction to Incident
Command System (ICS)

IS-200B - ICS for Single Resources
and Initial Action Incidents

IS-700A – National Incident
Management System (NIMS)
Introduction

IS-800B – National Response
Framework Introduction

EMPLOYER DATES AND NAMES

- GCR Inc., Senior Planner
November 2013 - Present
- Louisiana Housing Alliance,
Community Engagement and
Outreach Coordinator
September 2011- November
2013
- New Orleans Neighborhood
Development Collaborative,
Consultant August 2011
- Housing California, Research
Manager
November 2009 – May 2011
- Michigan Community Resources,
Community Data Coordinator
September 2008 – July 2009
- September 2007 – June 2008

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.

Project Dates: January 2018 - Present

- Creekside Community Development Corporation, AmeriCorps Member
June 2008 – September 2008
- Center for Local, State and Urban Policy, University of Michigan, Research
Assistant
- September 2007 – June 2008

ATTACHMENT A - RESUMES

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

State of California National Disaster Resilience Implementation

Client: State of California Department of Housing and Community Development

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

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

Project Dates: March 2017 - Present

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

Jefferson Parish CDBG/CDBG-DR Program Management Support

Client: Jefferson Parish Government

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

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

Project Dates: June 2015 – Present

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

Louisiana Flood Recovery Support

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

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

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

Project Dates: November 2016 - Present

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

CDBG-DR Program Design and Management

Client: Terrebonne Parish Consolidated Government

Description: This is a CDBG-DR grant program for 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

ATTACHMENT A - RESUMES

Terrebonne Parish to build 82 units of workforce housing including Section 3 and Davis-Bacon reporting, managing subcontractors, and meeting all federal and state requirements.

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

Project Dates: October 2012 – September 2016

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

ATTACHMENT A - RESUMES

QUALIFICATIONS

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

EDUCATION AND TRAINING

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

REGISTRATIONS/CERTIFICATIONS

Real Estate License, 2006
Burk Baker School of Real Estate

EMPLOYER DATES AND NAMES

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

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, Adrienne worked with the Louisiana Office of Community Development and Louisiana Recovery Authority.

RELEVANT PROJECT EXPERIENCE

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

Client: State of California Department of Housing and Community Development

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

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

Project Dates: January 2018 - Present

ATTACHMENT A - RESUMES

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

State of California National Disaster Resilience Implementation

Client: State of California Department of Housing and Community Development

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

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

Project Dates: March 2017 – Present

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

Jefferson Parish CDBG/CDBG-DR Program Management Support

Client: Jefferson Parish Government

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

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

Project Dates: June 2015 – Present

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

State of New York Storm Recovery Management Support

Client: New York Governor's Office of Storm Recovery

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

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

Project Dates: August 2013 – June 2015

Reference: Daniel Greene, General Counsel; State of New York, Governor's Office of Storm Recovery; 25 Beaver Street, New York, NY 10004, (212)480-4644, Daniel.Greene@stormrecovery.ny.gov

ATTACHMENT A - RESUMES

Louisiana Flood Recovery Support

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

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

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

Project Dates: November 2016 – Present

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

HUD Community Compass – Puerto Rico CDBG-DR Technical Assistance

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

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

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

Project Dates: March 2018 – Present

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

ATTACHMENT A - RESUMES

BEN BILLINGS



EMPLOYER DATES AND NAMES

- GCR Inc. February 2019 - Present
- Sentinel Strategies LLC, 2015 – 2019
- Offshore Marine Service Association 2013 – 2015
- Senator Mary Landrieu 2011 – 2013
- U.S. Senate Subcommittee on Disaster Recovery, 2007-2011

University of London King's College
School of Law

Bachelor of Arts, History, 2003
University of Texas at Austin

CERTIFICATIONS

Emergency Management Institute

- National Incident Management System
- National Response Framework (NRF)
- Incident Command System (ICS)
- Hazard Mitigation
- Continuity of Operations
- Role of Voluntary Agencies in Emergency Management

PROGRAMMATIC SME

Ben Billings serves as Vice President at GCR and provides business development and client services to the Community Planning & Resilience, Disaster Management, and Real Estate Services divisions of the company. Prior to joining GCR, Ben served as Principal of Sentinel Strategies LLC, a public affairs and business development consulting firm based in New Orleans that specializes in federal and state government relations.

Ben worked for 10 years in the U.S. Senate as Staff Director of the Disaster Recovery Subcommittee and Senior Policy Advisor to Senator Mary Landrieu (D-LA), where he helped author and enact legislation for various programs at FEMA and HUD following Hurricanes Katrina and Rita, Superstorm Sandy, the Deepwater Horizon oil spill, and other disasters.

Ben also served the maritime and energy sectors as President & CEO of the Offshore Marine Service Association (OMSA) representing 250 member companies including vessel operators, shipyards, equipment manufacturers, energy producers, training providers, and universities. His policy work at OMSA focused on customs enforcement, safety and environmental compliance, federal and state tax policy, workforce development, and trade.

RELEVANT PROJECT EXPERIENCE

Sentinel Strategies LLC

Clients: Local governments, international nonprofits, engineering, procurement, and construction firms, general contractors, software developers, and technology service providers

Role/Responsibilities: Ben served as Principal of the firm and provided Consulting Services related to Federal and state programs, legislative and regulatory advocacy, procurement, grants management, project management, strategic planning, coalition building, media relations, political action, and market research.

Core Practices - Disaster recovery, coastal restoration, economic development, maritime, energy, homeland security, criminal justice, tax

Achievements for Government Clients - Secured billions of dollars in federal recovery aid through FEMA, HUD, FHWA, and the Corps of Engineers, obtained federal cost-share waivers and direct allocations on their behalf, organized Hill and agency meetings for mayors and city councilmembers, prepared Congressional hearing testimony, and advised clients on data collection, community engagement, action plan development, RFP development, recovery workforce initiatives, flood maps, duplication of benefits, environmental reviews, Section 428 procedures, Community Disaster Loans, PA reimbursement, and the appropriations process

Achievements for Nonprofit Clients - Obtained official endorsement from the

ATTACHMENT A - RESUMES

U.S. State Department, letters of support from the Governor of Louisiana, a resolution of support from the New Orleans City Council, Center of Excellence designation from the United Nations, and brokered connections with philanthropic foundations, corporate donors, and foreign consulates and embassies

Achievements for Private Clients - Helped to identify and win hundreds of millions of dollars in federal, state, and local government contracts across Louisiana, Mississippi, Texas, Florida, Puerto Rico, and the U.S. Virgin Islands as well as helping to shape and enact legislation related to coastal restoration, criminal justice, and procurement in the Louisiana legislature

Project Dates: 2016-2019

Reference: Bill Kelly, Director of Government Relations, Office of the Mayor, City of Houston, P.O. Box 1562, Houston, TX 77251, bill.kelly@houstontx.gov, (832)393-0805

Offshore Marine Service Association

Clients: 250 member companies including vessel operators, shipyards, energy producers, equipment manufacturers and distributors, training providers, universities, law firms, and insurance agencies

Role/Responsibilities: Ben served as President & CEO and was responsible for Management, Public Policy, Media Relations, Workforce Development, and Membership Services. Ben advanced legislative, regulatory, and judicial initiatives at the federal and state levels related to vessel construction and inspections.

Project Dates: 2013-2015

Reference: Otto Candies, Otto Candies III, Vice Chairman, Otto Candies LLC, P.O. Box 25, Des Allemands, LA 70030, otto3@ottocandies.com, (504)469-7700

United States Senate

Role/Responsibilities: Ben served as Staff Director of the Disaster Recovery Subcommittee and as Senior Policy Advisor to the Chairman of the Homeland Security Appropriations Subcommittee. In these roles, he managed the Subcommittee's legislative agenda, oversight hearings, and formal investigations. He advised the Chairman on all policy issues related to the Department of Homeland Security including disaster recovery, emergency management, border and transportation security, immigration, maritime safety and security, critical infrastructure, counterterrorism, trade enforcement, travel and tourism, and federal facilities. Ben evaluated annual funding requests from the administration, Members of Congress, and various advocacy groups, and he developed and advanced the Chairman's policy agenda through annual appropriations legislation, committee hearings, stakeholder outreach, special events, press conferences, speeches, op-eds, and delegation travel. During his time in the Senate, he authored and enacted the Sandy Recovery Improvement Act (SRIA) substantially amending the Stafford Act, and he helped secure passage of the RESTORE Act, which dedicated penalties from the Deepwater Horizon oil spill to environmental and economic restoration of the Gulf Coast. Ben also authored and enacted additional legislation related to TSA Pre-Check, shipbuilding, E-Verify, H1B, H2B and EB5 visas, the Jones Act, anti-dumping and countervailing duties, flood insurance and mapping, border infrastructure, public-private partnerships, SBA loans, EHP reviews for federal projects, building codes, and homeland security grants.

Project Dates: 2004-2013

Reference: Senator Mary Landrieu, Senior Policy Advisor, Van Ness Feldman, Seventh Floor, 1050 Thomas Jefferson Street NW, Washington, DC 20007, mll@vnf.com, (202) 298-1950

ATTACHMENT A - RESUMES

EMPLOYER DATES AND NAMES (CONTINUED)

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

- OSHA 10 certified

EMPLOYER DATES AND NAMES

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

MICHAEL T. DORRIS SR. PROGRAMMATIC SME



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

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

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

RELEVANT PROJECT EXPERIENCE

Stafford Act Programs Closeout Assistance

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

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

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

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

Dates: November 2019 – Present

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

New York City Build it Back

Client: City of New York

ATTACHMENT A - RESUMES

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

Dates: December 2014 - October 2018

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

DASNY New York Rising Housing Recovery Program

Client: Governor's Office of Storm Recovery

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

Dates: June 2014 - December 2014

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

New York City Build It Back Housing Recovery Program

Client: City of New York

Roles/Responsibilities: Mr. Dorris worked closely with the client to move applicants in repair, repair with elevation, and rebuild pathways through the system to construction. Mr. Dorris worked with Housing Recovery Center Managers to streamline the applicant process at the center. Coordinated priorities from the client with field operations to assist applicants in their application process.

Dates: January 2014 - June 2014

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

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

Client: State of New Jersey

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

Dates: July 2013 - January 2014

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

CDM Smith

Client: St. Bernard Parish Government

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

Dates: September 2007 - September 2012

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

The Shaw Group

Client: Multiple clients

ATTACHMENT A - RESUMES

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

Dates: August 2006 - September 2007

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

The Shaw Group

Client: St. Tammany Parish

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

Dates: August 2006 - September 2007

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

ATTACHMENT A - RESUMES

JACKIE EDDS



QUALIFICATIONS

- Currently working as Closeout Specialist
- 14+ years of experience successfully working with applicants to help them request reimbursement from FEMA
- Experience in FEMA Public Assistance Program and Project Worksheet Closeout
- In-depth knowledge of state and federal regulations
- 14+ years of experience working with FEMA programs

EDUCATION AND TRAINING

AA, Biology, 1980, Orange Coast College, Costa Mesa, CA

EMPLOYER DATES AND NAMES

- GCR Inc., Closeout Specialist
August 2018– Present
- FEMA, Problem Resolution Officer
March 2008 – September 2018
- FEMA, Quality Assurance Specialist
October 2005 – July 2018

TECHNICAL ADVISOR

Jackie Edds is a Closeout Specialist working with GOHSEP to expedite project closeouts in accordance with the procedures developed by the State and FEMA. She has over 14 years of professional experience in disaster recovery and has extensive knowledge of the laws, rules, regulations, 44 CFR, Stafford Act, Public Assistance Digest, and the Public Assistance Guide.

Jackie has completed over 300 Final Approval/Review Checklists with documentation to close projects. Prior to joining GCR in 2018, Jackie worked as a Problem Resolution Officer and Quality Assurance Specialist for 13 years at FEMA. She is eminently familiar with state and federal regulations in this regard.

RELEVANT PROJECT EXPERIENCE

Stafford Act Programs Closeout Assistance

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

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

Roles/Responsibilities: Jackie is a Closeout Specialist currently supporting the GOHSEP team. She provides guidance regarding regulations, program eligibility and other issues; advises and assists sub-grantees regarding the application processes and state policies and procedures; and creates and reviews reports and correspondence in support of grant management.

Some of her additional responsibilities include the following:

- Conducting final reviews of all submitted invoices, contracts, procurement, and supporting documentation
- Preparing and recommending final grant versions before closeout
- Advising applicants of Grant Management and Audit Requirements
- Monitoring and maintaining allowable grant costs as submitted by applicants per Grant Management and Audit Requirements

Dates: August 2018 – Present

Reference: Kennon Clayton, Section Chief, Governor's Office of Homeland

ATTACHMENT A - RESUMES

Security and Emergency Preparedness, 7667 Independence Blvd., Baton Rouge, LA 70806, (225) 346-6014

FEMA - Problem Resolution Officer

Client: Federal Emergency Management Agency

Roles/Responsibilities: Jackie worked with GOHSEP and FEMA to resolve project worksheet problems found in State review. Helped State Disaster Recovery Specialist read and understand project worksheets and estimates and explore possible options to have them paid without FEMA writing a version. If costs associated with the problems were in the project worksheet, Jackie had the authority to add a general comment to the project worksheet for eligible items, thereby including items not detailed in the scope of work. She was available to answer questions, determine eligibility, provide information and documentation, assist with reviews, and help in other ways.

Dates: March 2008 – September 2018

Reference: Oliver Mack, Deputy Public Assistance Officer, FEMA, 5856 Greenwell Springs Rd, Baton Rouge, LA 70806, 225-383-0473

FEMA – Quality Assurance Specialist

Client: Federal Emergency Management Agency

Roles/Responsibilities: Jackie reviewed project worksheets to determine eligibility and ensure the inclusion of appropriate documentation, descriptions, cost estimates and scope of work. Assured consistency and agreement between damage description, scope of work, and cost estimate. Recommended special subject matter reviews and provided feedback prior to project worksheet approval.

Dates: October 2005 – July 2018

Reference: Oliver Mack, Deputy Public Assistance Officer, FEMA, 5856 Greenwell Springs Rd, Baton Rouge, LA 70806, 225-383-0473

ATTACHMENT A - RESUMES

ANGIE TRAILL



SENIOR TECHNICAL ADVISOR

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 AND TRAINING

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

EMPLOYER DATES AND NAMES

GCR Inc., Senior Planner, June 2018 -
Present
St. Tammany Parish Government
June 2016 -June 2018
U.S. Department of Veterans Affairs
September 2010 – June 2013
Wider Opportunities for Women
October 2009-May 2010
United Way of the Bay Area
January 2008-August 2009

Angie Trill 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.

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.

Project Dates: June 2018 – Present

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

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

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role includes the development of regulatory trainings, supporting procurement efforts, and supporting the development of project deliverables.

Project Dates: June 2018 – Present

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

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.

Project Dates: June 2018 – Present

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

East Baton Rouge Redevelopment Authority – Technical Assistance

Client: East Baton Rouge Redevelopment Authority (EBBRA)

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

Project Dates: June 2018 – Present

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

ATTACHMENT A - RESUMES

JARED LEE



SENIOR TECHNICAL ADVISOR

EMPLOYER DATES AND NAMES (CONTINUED)

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

EDUCATION AND TRAINING

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

REGISTRATIONS/CERTIFICATIONS

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

EMPLOYER DATES AND NAMES

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

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

PRIOR WORK EXPERIENCE

Recovery Programs Manager

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

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

Reference: Adrienne Celestine, Director of Recovery Programs, LA OCD, 1450 Poydras Street, Suite 1441, New Orleans, LA 70112, (504) 556-9799, Adrienne.celestine@la.gov

Disaster Recovery Team Lead - Infrastructure

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

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

Reference: Adrienne Celestine, Director of Recovery Programs, LA OCD, 1450 Poydras Street, Suite 1441, New Orleans, LA 70112, (504) 556-9799, Adrienne.celestine@la.gov

Disaster Recovery Specialist - Infrastructure

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

Role: Tasked with managing infrastructure projects of assigned grantees, which

ATTACHMENT A - RESUMES

includes reviewing and approving requests for payments on project invoices, reviewing project amendments for budget revisions or changes to the scope of work, and providing technical assistance to local officials in the form of verbal and written communiqué which cites applicable federal rules and regulations.

Reference: Adrienne Celestine, Director of Recovery Programs, LA OCD, 1450 Poydras Street, Suite 1441, New Orleans, LA 70112, (504) 556-9799, Adrienne.celestine@la.gov

Disaster Recovery Analyst - Homeowners

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

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

Reference: Adrienne Celestine, Director of Recovery Programs, LA OCD, 1450 Poydras Street, Suite 1441, New Orleans, LA 70112, (504) 556-9799, Adrienne.celestine@la.gov

Community Development Compliance Specialist – Environmental & Infrastructure

Client: The Shaw Group

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

Analyst – Eligibility & Benefit Determination, The Road Home Program

Client: Hammerman & Gainer, Inc.

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

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

Client: ICF International

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

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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

EMPLOYER DATES AND NAMES

GCR Inc. - Grant Management
Specialist, 2016 - Present

SIMON PENNING

TECHNICAL ADVISOR



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.

Project Dates: January 2017 – Present

Reference: Christine Morris, Chief Resilience Officer; 501 Boush St., Norfolk, VA 23510; christine.morris@norfolk.gov; (757) 441-2602

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.

Project Dates: May 2016 - Present

Reference: Tina Quagliato, Director of Disaster Recovery & Compliance; 36 Court Street, Room 405, Springfield, MA 01103; tquagliato@springfieldcityhall.com; (413) 750-2114

ATTACHMENT A - RESUMES

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: Simon supports all regulatory compliance aspects of the project.

Project Dates: March 2017 - Present

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

Jefferson Parish CDBG-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.

Project Dates: June 2016 - Present

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

Louisiana Flood Recovery Support

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

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

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

Project Dates: November 2016 - Present

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

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.

ATTACHMENT A - RESUMES

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.

Project Dates: January 2018 – Present

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

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.

Project Dates: March 2016 - Present

Reference: Joseph W. Threat Sr., Manager, Project Delivery Unit; 1300 Perdido St., Suite 6E15, New Orleans, LA 70112; mkincaid@nola.gov; (504) 658-8771

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.

Project Dates: March 2018 – Present

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

ATTACHMENT A - RESUMES

ELLA CAMBURNBECK



SENIOR TECHNICAL ADVISOR

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 AND TRAINING

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

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

CERTIFICATIONS

LEED certified

EMPLOYER DATES AND NAMES

GCR Inc. - Senior Grants Manager
October 2018 – Present
Felicity Redevelopment, Inc. –
Executive Director – July 2016 –
October 2018
GCR Inc. – Grants Manager – July
2015 – July 2016
Beauregard-Keyes House and
Garden Museum- House Director—
January 2013- September 2015
Providence Engineering—October
2013- July 2015
The Shaw Group Environmental and
Infrastructure Division—October
2010- October 2013
Clark Construction, LLC—July 2008-
July 2009

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.

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.

Project Dates: October 2018 - Present

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

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 CBDG-NDR award to develop the Gentilly Resilience District, an initiative focused on water management and

ATTACHMENT A - RESUMES

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.

Project Dates: October 2018 - Present

Reference: Joseph W. Threat Sr., Manager, Project Delivery Unit; 1300 Perdido St., Suite 6E15, New Orleans, LA 70112; mkincaid@nola.gov; (504) 658-8771

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.

Project Dates: October 2018 - Present

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

Louisiana Flood Recovery Support

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

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

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

Project Dates: October 2018 – Present

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

ATTACHMENT A - RESUMES

MOLLY MOWERY, AICP



SENIOR TECHNICAL ADVISOR

QUALIFICATIONS

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

EDUCATION

M.A. City Planning, 2008,
Massachusetts Institute of Technology
B.S., Contemplative Psychology, 2000,
Naropa University

Assessing Wildfire Hazards in the
Home Ignition Zone training

Weather and the Fire Environment &
Fire Behavior training

REGISTRATIONS/CERTIFICATIONS

- American Institute of Certified Planners

EMPLOYER DATES AND NAMES

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

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

RELEVANT PROJECT EXPERIENCE

REALFire

Client: Los Angeles Housing and Community Investment Department

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

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

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

Project Dates: July 2014 - Present

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

MyWildfireRisk

Client: Los Angeles Housing and Community Investment Department

Project Description: MyWildfireRisk is a comprehensive program aimed at educating homeowners about their risks to wildfire and encouraging them to take actions on their property. CWPC developed the mobile application,

ATTACHMENT A - RESUMES

database, user interface and web-based spatial application to support the MyWildfireRisk program, and delivered trainings to their wildfire mitigation specialists.

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

Project Dates: March 2018 - Present

Reference: Lilia Colter Falk, Director, West Region Wildfire Council, (970) 615-7300, wrwc.lilia@gmail.com

PRIOR WORK EXPERIENCE

Executive Director, Community Wildfire Planning Center (Colorado, USA)

- Management of organizational activities, outreach, and development
- Engagement with communities on local assessment programs that target wildfire risk reduction on properties
- Collaboration with realtors and insurance providers on trainings and educational materials

President and Owner, Wildfire Planning International (Colorado, USA)

- Program development and project management of community wildfire risk reduction projects and teams, including the Community Planning Assistance for Wildfire (CPAW) national program
- Development of the first national Land Use Planning in the Wildland-Urban Interface two-day training course for the Federal Emergency Management Agency
- Expertise in wildfire mitigation activities, including property assessments, defensible space marking, wildland-urban interface planning recommendations, outreach and education
- Stakeholder facilitation and coordination, development of outreach and educational materials to increase awareness in the wildland-urban interface

Senior Program Manager, National Fire Protection Association (Colorado, USA)

- Development and management of national Fire Adapted Communities program (a cooperative agreement with USDA Forest Service)
- National program spokesperson and NFPA Journal columnist

Community Hazards Planner, CSA International (Florida, USA)

- Implementation of county post-disaster redevelopment plans and Community Wildfire Protection Plans
- Preparation of Wildfire Mitigation Plan Annex to FL Hazard Mitigation Plan

Environmental Consultant, Cairns Intersphere Consulting (Edinburgh, UK)

- Management and consultation on land use planning and environmental projects in the United Kingdom, Russia, and Africa
- Business development, marketing, and management of technical staff

Sustainable Development Researcher, Scottish Government (Edinburgh, UK)

- Analysis and recommendations for land use and sustainable development policy for Scotland's National Planning Framework

Land Use Planning Consultant, Clarion Associates (Colorado, USA)

- Review, revisions, and implementation of zoning and land use development codes throughout the United States
- Policy research and assistance with development of Comprehensive Plans and model Sustainable Development Code

ATTACHMENT A - RESUMES

KELLY JOHNSTON, RPF, FBAN



SENIOR TECHNICAL ADVISOR

QUALIFICATIONS

- Over 28 years of wildfire/disaster management experience
- Developer of the FireSmart Home Partners national HIZ program in Canada
- Co-developer of Eagle County's REALFire HIZ program

EDUCATION

BSc. Natural Resource Science, 1999,
Thompson Rivers University,
Kamloops, British Columbia, Canada

REGISTRATIONS/CERTIFICATIONS

- ABCFP Registered Professional Firefighter
- IFSAC accredited Structural Firefighter
- Wildfire Mitigation Specialist
- CIFFC Fire Behavior Analyst and Ignition Specialist

EMPLOYER DATES AND NAMES

- Community Wildfire Planning Center, Operations Manager, 2017 – Present
- Wildland Professional Solutions, Owner, 2004 – Present
- Partners in Protection Association, Executive Director, 2010 – 2018
- City of Kamloops, BC, CWPP Coordinator, 2005 – 2014
- Parks Canada Agency – Banff National Park, National Park Warden & Fire Officer, 1999 – 2002

Kelly Johnston has been involved in the field of wildland fire management since beginning his career in 1991 as a seasonal firefighter for the British Columbia Forest Service. Kelly focuses his expertise in community wildfire risk assessment, wildland urban interface mitigation solutions, fire behavior analysis, prescribed fire and fire ecology. Kelly works collaboratively with all levels of government, community stakeholders, residents and indigenous partners through key roles and projects that span from local to international levels.

Kelly's current portfolio of notable projects includes: project lead/wildfire risk and forestry lead for the Community Planning Assistance for Wildfire program, developer of the first national WUI Regulations training course for FEMA, co-development of the REALFire® HIZ program and developer of the FireSmart Home Partners (Canada) national HIZ program. Kelly provides wildfire consulting services through his firm Wildland Professional Solution; serves as the WUI Technical Specialist for the Canadian national non-profit, Partners in Protection (FireSmart Canada); is an appointed member of the National Fire Protection Association Committee on Wildland and Rural Fire Protection and serves as the Operations Manager and Director for the Community Wildfire Planning Center non-profit (U.S.).

Kelly also maintains his qualifications as a Registered Professional Forester, IFSAC accredited Structural Firefighter, Wildfire Mitigation Specialist, Fire Behavior Analyst and Ignition Specialist.

RELEVANT PROJECT EXPERIENCE

REALFire

Client: Los Angeles Housing and Community Investment Department

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

Project Role: Structure ignition and wildfire technical input, mitigation specialist training development and delivery, app development coordination

Project Dates: July 2014 - Present

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

ATTACHMENT A - RESUMES

MyWildfireRisk

Client: Los Angeles Housing and Community Investment Department

Project Description: MyWildfireRisk is a comprehensive program aimed at educating homeowners about their risks to wildfire and encouraging them to take actions on their property. CWPC developed the mobile application, database, user interface and web-based spatial application to support the MyWildfireRisk program, and delivered trainings to their wildfire mitigation specialists.

Project Role: Project lead, structure ignition and wildfire technical input, mitigation specialist training development and delivery, app development coordination

Project Dates: March 2018 - Present

Reference: Lilia Colter Falk, Director, West Region Wildfire Council, (970) 615-7300, wrc.lilia@gmail.com

PRIOR WORK EXPERIENCE

Operations Manager, Community Wildfire Planning Center

- Outreach, engagement and liaison with communities, stakeholders and partners
- Program development, technical oversight, training delivery and program management

Wildland Fire Consultant, Owner Wildland Professional Solutions Penticton, BC

Extensive experience in:

- Data collection, analysis, gap analysis and reporting for the development of prescriptions, standards, strategic direction and policy
- Landscape vegetation and fire management planning, fire behavior analysis, high complexity planned prescribed and wildfire ignition operations and leadership on wildland fire and wildland/urban interface fire operations.
- Community wildfire risk assessment, outreach and engagement, mitigation and program development at local, regional, national and international scales.

Executive Director, Partners in Protection Association (FireSmart Canada)

Technical Advisor

- Leadership in all aspects of FireSmart principles, program development, marketing, training, promotion and education through presentation delivery to agencies, stakeholders, elected officials and public on local, regional, provincial, national and international levels
- International outreach

Appointed Member- Wildland and Rural Fire Protection Technical Committee (National Fire Protection Association)

This committee has the primary responsibility for the development and updating of the NFPA standards and documents on fire protection in wildland, rural, and suburban areas. Responsibilities:

- NFPA 1141, Standard for Fire Protection Infrastructure for Land Development in Wildland, Rural, and Suburban Areas
- NFPA 1142, Standard for Water Supplies for Suburban and Rural Firefighting
- NFPA 1144, Standard for Reducing Structure Ignition Hazards from Wildland Fire

Appointed Member- Wildland-Urban Interface Technical Committee (National Research Council of Canada)

- Technical committee responsible for developing a national Wildland-Urban Interface Code (in development)

Appointed Member- Fire Resilient Community Planning for Northern Regions Technical Committee (Canadian Standards Association/ Canadian Standards Council of Canada)

- Technical committee responsible for developing a national Wildland-Urban Interface fire resiliency community development standard for northern communities (in development)

ATTACHMENT A - RESUMES

Natural Resource Section Lead, CWPP Coordinator, City of Kamloops, BC

- Primary researcher, author and leadership in community and landscape level fire management planning, implementation and supervision of all aspects of the Community Wildfire Protection Program and Forest health (Invasive Plants, Pine Beetle and Douglas fir tussock moth programs)

Western Canada Fire Management Officer, Parks Canada, National Fire Centre, Calgary, AB

- Coordinate the Parks Canada national fire management program
- Development of Parks Canada national fire management plan, policy and operations directives
- Type 1 certified leadership at national, area command and incident levels across Canada and the USA
- Regional/National/ International collaboration and training (Australia, New Zealand, Indonesia)

National Park Warden & Fire Officer, Parks Canada Agency- Banff National Park, AB

- Community wildfire mitigation, landscape vegetation/fire management planning, forest fuel management and prescribed fire planning, implementation and supervision.
- Individual structure assessment and wildfire mitigation planning and work
- Type 1 and 2 leadership during fire operations at Complex and Incident levels across Canada and the USA

Initial Attack Fire Crew Leader, BC Forest Service and Parks Canada Agency, Canada

- Forest fuel management and prescribed fire planning, implementation and supervision
- Individual structure assessment and wildfire mitigation work
- Type 1 and 2 leadership during fire operations at Complex and Incident levels

ATTACHMENT A - RESUMES

CURTIS E. ALLING, AICP



ENVIRONMENTAL SME

QUALIFICATIONS

- 40 years of experience
- Skilled in NEPA/CEQA documentation
- Has led multiple statewide CEQA programs

EDUCATION

M.A., Natural Resources Planning and Development, Texas A&M University

B.S., Wildlife Science, Cornell University

REGISTRATIONS/CERTIFICATIONS

- American Institute of Certified Planners No. 040218

EMPLOYER DATES AND NAMES

- Ascent Environmental, Principal, January 2010 – Present
- EDAW/AECOM, Vice President Environmental and Ecological Planning Practice Line Leader – US West, October 2008 – January 2010
- EDAW, Vice President, September 1996 – October 2007
- Michael Brandman Associates, Vice President, September 1986 – September 1996

Curtis Alling is a recognized expert in CEQA and NEPA, compliance who has a proven record in directly analogous natural hazard-related environmental review programs. With 40 years of experience, he has led more than 1,000 environmental and natural resources studies. Curtis has successfully managed several complex and large-scale NEPA and CEQA documents. His project specialties include fire fuel management and ecosystem restoration. Curtis has led multiple statewide CEQA strategy programs, including for fire fuel management, environmental review of fish and wildlife effects, park and trail planning, organic waste diversion, and GHG mitigation.

RELEVANT PROJECT EXPERIENCE

Statewide California Vegetation Treatment Program EIR

Client: Board of Forestry and Fire Protection

Project Role: Project Director/Principal

Description: In 2019, the Board initiated a new California Vegetation Treatment Program (CalVTP) Program EIR to support fire fuel treatment of 250,000 acres/year in the State Responsibility Area to respond to the growing wildfire crisis. Curtis leads the consultant team preparing the statewide program EIR that will substantially streamline implementation of later activities consistent with the CalVTP strategies for fire fuel reduction, fuel break development, and ecosystem restoration.

Project Dates: 2018 - Present

Reference: Matt Dias, Executive Director, Board of Forestry and Fire Protection, 916.653.8007, matt.dias@bof.ca.gov

2015 California State Wildlife Action Plan

Client: California Department of Fish and Wildlife

Project Role: Project Director

Description: Curtis directed the preparation of the 2015 California State Wildlife Action Plan, or SWAP 2015. SWAP 2015 is a thorough update and expansion of the 2005 SWAP. It contains “comprehensive wildlife conservation strategies” applied in all ecoregions of the State that will help conserve wildlife, biodiversity, and vital natural areas before they become rarer and more costly to protect. SWAP 2015 identifies the species of greatest conservation need for each target ecosystem, defines their key ecological attributes, and prescribes measures to best protect the ecosystems from human-caused pressures and environmental stresses, importantly including the first SWAP presentation of climate change stressors. SWAP 2015 organizes a vast amount of wildlife conservation data and expert input and presents it according to geographic provinces. It also describes approaches for coordination with other environmental programs, development of partnerships, and adaptive management to maintain conservation effectiveness over time.

Project Dates: 2014 - 2015

Reference: Armand Gonzales, Special Assistant, California Department of Fish

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and Wildlife (retired), 530.503.7898, armand.gonzales@icloud.com

NEPA Compliance for Los Padre National Forest – Restoration of Burned Areas of the Piru and Zaca Fires

Client: U.S. Forest Service – Los Padres National Forest

Project Role: NEPA Compliance Director

Description: Curtis is leading the National Fish and Wildlife Foundation (NFWF) contract for providing NEPA compliance assistance to Los Padres National Forest. NFWF and USFS have partnered to help define and implement restoration projects within the burned areas of the Piru and Zaca fires. Ascent provides NEPA strategic guidance and NEPA documentation support for a proposed biocontrol project for invasive plants, i.e., use of tamarisk beetles to control invasive tamarisk plants, preparation of EAs for Aquatic Organism Passage stream-crossing projects on two creeks and a Forestwide Integrated Pest Management Plan.

Project Dates: 2017 - Present

Reference: Kyle Kinsports, NEPA Coordinator, Los Padres National Forest, 805.961.5710, kkinsports@fs.fed.us)

Sacramento Metropolitan Fire District Community Wildfire Protection Plan and Program EIR

Client: Sacramento Metropolitan Fire District

Project Role: Senior Strategist

Description: Ascent developed a Community Wildfire Protection Plan (CWPP) for the Sacramento Metropolitan Fire District. The CWPP compiles and maps risk factors for wildland fire, implements risk reduction and response planning actions, including a monitoring program, and shares data with interested stakeholders throughout the emergency management area and response cycle. Ascent also prepared the IS/MND.

Project Dates: 2012 - 2014

Reference: Chris Vestal, Captain, Sacramento Metropolitan Fire District, 916.859.4334, vestal.christopher@metrofire.ca.gov

Lake Tahoe Program Timberland EIR – Phase 1

Client: Lake Valley Fire Protection District

Project Role: Project Director/Principal

Description: In coordination with Tahoe Fire and Fuels Team members, Phase 1 of the PTEIR involved development of tailored CEQA, NEPA, and TRPA compliance strategies to evaluate vegetation management impacts in the Lake Tahoe Basin, consistent with both CEQA and the FPA, that would streamline and increase the pace and scale of fuel treatment project delivery. Activities include mechanical and hand thinning, prescribed burns, and biomass extraction and disposition.

Project Dates: 2017 – 2019

Reference: Eric Horntvedt, Forest Fuels Coordinator, 530.584.2344, horntvedt@ntfire.net

California State Parks – State Park Unit General Plans and EIRs, Statewide

Client: California State Parks

Project Role: Program Manager/Project Director

Description: Curtis managed multiple statewide contracts for California State Parks that involved preparation of General Plans and EIRs for 14 State Park units in widely varied natural and urban settings throughout California. Current General Plans in preparation are for Carmel Area State Parks (including Point Lobos State Natural Reserve), Auburn State Recreation Area (SRA), and Kings Beach SRA. The park units in previous statewide contracts were: Sinkyone Wilderness State Park (SP), Sonoma Coast State Beach (SB), Sugarloaf Ridge SP, Bidwell-Sacramento River SP, San Luis Reservoir SRA, Pacheco SP, Malibu Creek SP, Los Angeles River SRA, and Doheny SB. Other work included the General Plan and EIR for the Mill Creek Addition of Del Norte Coast Redwoods SP and the scoping phase of the Candlestick Point SRA (San Francisco) General Plan and EIR. GPs serve as long-range plans for natural resources management, recreation opportunity, land use planning, and cultural resources management for each park. The work involved conducting the planning process to assess existing resources, determine user needs, define plan alternatives, prepare the General Plan, conduct the CEQA process, and prepare the EIR. Extensive public involvement was included in the program, including internet surveys, newsletters, stakeholder coordination, and multiple public meetings.

Project Dates: 2010 - Present

Reference: Steve Musillami, Design Section, California State Parks, (916) 445-7994, steve.musillami@parks.ca.gov

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California Department of Fish and Wildlife CEQA Compliance Master Services Contract – Northern California

Client: California Department of Fish and Wildlife

Project Role: Contract Manager

Description: Ascent serves as the CEQA compliance master contractor for the Northern California and Marine Regions of California Department of Fish and Wildlife (CDFW). CDFW may become the CEQA lead agency for a project when a Fish and Game Code (FGC) Section 1602 Lake and Streambed Alteration Agreement or FGC Section 2081 California Endangered Species Act incidental take authorization is required as the primary approval action. Also, CDFW is the lead agency when approving a Land Management Plan or other fish and wildlife resource management plan to be adopted by the department. Ascent serves as the master services contractor to prepare EIRs, NDs, and MNDs for projects where CDFW is the lead agency and review applicant's CEQA documents. Key issues include stream and wetland habitat effects, special status species, hydrology and water quality, climate change, and cultural resources.

Project Dates: 2015 – Present

Reference: John Mattox, Senior Counsel, California Department of Fish and Wildlife, (916) 651-7648, john.mattox@wildlife.ca.gov

ATTACHMENT A - RESUMES

ALISON MAULHARDT



SENIOR PLANNER

QUALIFICATIONS

- Regional planning
- Environmental planning
- Transportation planning
- Grant management
- Project management
- Cartographic design,
- Geospatial data analysis
- Data management

EDUCATION AND TRAINING

- Master of Urban and Regional Planning, 2015
- University of New Orleans, LA
- BA, Physical Geography/ Environmental Studies, 2008
University of California Los Angeles, CA

EMPLOYER DATES AND NAMES

- Regional Planning Commission
Environmental Planner
Brownfield Program Manager
August 2018 – July 2019
- Sustainability and Transportation
Planner
August 2012 – April 2018
- New Orleans Sewerage and
Water Board
Senior Planner of Environmental
Affairs Storm Water Section
April 2018 – August 2018
- Peace Corps, Natural Resources
Community Consultant
July 2009 – August 2012
- Davis Demographics and Planning
GIS Technician
October 2008 – April 2009

Alison Maulhardt is a Senior Planner within GCR's Community Planning and Resilience division. She specializes in sustainability, resilience, environmental, and transportation planning with an emphasis on regional planning processes. Alison has extensive experience using data and geospatial analysis to provide community members, local stakeholders, and government leaders with the information needed to make well-versed policy decisions. Alison has also worked with an array of Federal Grants, successfully managing the development of grant proposals through day to day operations of the grant.

RELEVANT PRIOR EXPERIENCE

Sustainability and Transportation Planner – Regional Planning Commission for Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. John, St. Tammany and Tangipahoa Parishes

Project: Metropolitan Transportation Plans

Client: Jefferson, Orleans, Plaquemines, St Bernard, St Charles, St. John the Baptist, St Tammany, and Tangipahoa Parishes

Role: Planning and GIS Support

Dates: 2015, 2019

Description: The Metropolitan Transportation Plan (MTP) is the chief legal document reflecting the goals and objectives, the resources, the fundamental planning process, and the project implementation schedule for the region over the next 30 years. It must be revised every five years so that incoming or newly identified projects and priorities can be identified and updated. The latest update describes the regional vision for transportation for the years 2019-2048. The RPC is required to produce three MTP planning documents, one for each of its planning areas across the organization's 8 parish region. Alison led project and funding updates in the transition between plans. She also led the project mapping efforts. She worked with the GIS Manager on the cartographic design and data production of the plan. She served on the outreach and plan development team and contributed to the writing and editing of the final document.

Project Dates: January 2018 – February 2019; December 2014 – January 2015

Reference: Lynn Dupont, Principal Planner/GIS Manager, Regional Planning Commission, (504) 483-8514

Environmental Planner – Regional Planning Commission for Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. John, St. Tammany and Tangipahoa Parishes

Project: Regional Transportation Resilience Gap Analysis

Client: Orleans, Jefferson, Plaquemines, St Bernard, St Charles, St. John the Baptist Parishes

Description: The Regional Transportation Resilience Gap Analysis engaged parish governments and inventoried local planning documents to identify resilience needs related to the regional transportation network, recommend potential projects and next steps. Alison defined the scope of work for the study and

ATTACHMENT A - RESUMES

identified the stakeholders to be included in the project management steering committee. She oversaw the development of project deliverables and the planning process. She also identified grant opportunities to fund the recommendations of the study.

Project Dates: September 2017 – July 2018

Reference: Lynn Dupont, Principal Planner/GIS Manager, Regional Planning Commission, (504) 483-8514

Sustainability and Transportation Planner – Regional Planning Commission for Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. John, St. Tammany and Tangipahoa Parishes

Project: Transportation Improvement Plans

Client: Jefferson, Orleans, Plaquemines, St Bernard, St Charles, St. John the Baptist, St Tammany, and Tangipahoa Parishes

Description: Transportation Improvement Programs are adopted bi-annually by the Regional Planning Commission (RPC). They are prepared cooperatively by the RPC, acting in its legal capacity as the Metropolitan Planning Organization for the urbanized areas of New Orleans, Covington/Mandeville, Hammond/Ponchatoula and Louisiana Department of Transportation and Development (LADOTD), and affected transit operators. The RPC is required to produce three TIP planning documents, one for each of its planning areas across the organization's 8 parish region. Alison lead project and funding updates in the transition between plans. She led the project mapping efforts and worked on the regional data updates used to inform the travel demand model. Alison also oversees the production of the Annual Obligated Project Reports and mapping which describe the implementation of planned projects.

Project Dates: September 2017 – October 2018

Reference: Lynn Dupont, Principal Planner/GIS Manager, Regional Planning Commission, (504) 483-8514

Sustainability and Transportation Planner – Regional Planning Commission for Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. John, St. Tammany and Tangipahoa Parishes

Project: Regional Planning Broad Street Corridor Streetscape Improvements Study

Client: Broad Street Neighborhood Association

Description: The Broad Street Corridor Streetscape Improvements Study explored the feasibility of potential bike and pedestrian improvements and landscaping beautification connecting existing and planned facilities. The study reviewed observed traffic volumes, drainage, transit stop data, land use, crash data, demographics, and estimated ROW to evaluate multiple alternatives. Alison assisted in the review of project deliverables and the planning process and performed corridor level geospatial analysis to inform decision making during the planning process.

Project Dates: January 2015 – July 2015

Reference: Lynn Dupont, Principal Planner/GIS Manager of Regional Planning Commission, (504) 483-8514. Jeffrey Schwartz Executive Director of Broad Community Connections, (504)722-3628

Researcher – University of New Orleans

Project: Fighting Blight through Innovative Financing

Client: New Orleans Redevelopment Authority (NORA)

Description: The New Orleans Redevelopment Authority (NORA) Commissioned students with community development experience from the UNO Urban and Regional Planning (MURP) graduate program to explore strategies for redeveloping NORA's vast inventory of blighted properties. Alison led both the GIS teams' geospatial market analysis and the green solutions research team's proposal of green infrastructure pocket park strategies. She also served as one of the projects lead writers and editors of the project deliverable.

Project Dates: January 2014 – May 2014

Reference: Marla Nelson, Associate Professor in Urban and Public Affairs, (504) 280-3110. Seth Knudsen Director of Real Estate Development & Planning (504) 658-4400

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JULIE SPEZIA

SENIOR TECHNICAL ADVISOR



QUALIFICATIONS

- Housing Policy
- Managed Statewide Network of Nonprofit Housing Stakeholders in CA
- Stakeholder and Community Outreach
- Strategic Communications

EDUCATION AND TRAINING

Master of Arts, International Relation, Comparative Politics, Agricultural Economics
University of California, Davis

B.A., International Relations
University of Southern California
Los Angeles, CA

Executive Coach Training
The Coaches Institute

REGISTRATIONS/CERTIFICATIONS

- California Agricultural Leadership Program, Class XXVI
- Fellow, United Nations/Building and Social Housing Foundation study tour, South Africa, October 2007
- Team Leader, Habitat for Humanity, Global Village builds (Northern Ireland 2003 and 2006, New Zealand 2010)
- Member, Board of Directors, National Low-Income Housing Coalition (2009-2011)

Julie Spezia manages teams and projects to achieve policy and product goals. She has held leadership roles in affordable housing, land use planning, natural resource management and water conservation. Julie brings a wealth of experience creating collaborative organizations and coalitions across California.

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: Julie supported public and stakeholder outreach, data collection and analysis, as well as drafting content for the Action Plan.

Project Dates: January 2018 - Present

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

PRIOR WORK EXPERIENCE

JA Spezia Consulting

Role:

- Conducted outreach for the State of California's successful Phase II Application for the National Disaster Resilience Competition.
- Specializing in the Sacramento-San Joaquin Delta, offering communication advice and policy solutions.
- External affairs liaison for Metropolitan Water District of Southern California to Delta counties.
- Team member facilitating

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EMPLOYER DATES AND NAMES

- GCR Inc., Senior Technical Advisor, January 2018 - Present
- JA Spezia Consulting, Executive Director, 2012 – 2018
- Housing California, Executive Director, 2007 – 2011
- California Futures Network, Executive Director, October 2001 – May 2004
- Maple Power Resources, Vice President, May 2000 – August 2001
- U.S. Bureau of Reclamation, Mid-Pacific Region, November 1996 – April 2000

Metropolitan's partnership to improve fish passage and floodplain habitat in the Yolo Bypass. Responsible for engaging Metropolitan's resources for engineering and environmental permitting.

- Coordinate outreach for public-private partnership Knaggs Ranch fish experiment.
- Facilitate tours of rice farm used for salmon floodplain habitat in winter months and serve as point of contact.
- External affairs manager for the Design Construction Enterprise and California WaterFix. Report to program director for the tunnel project.
- Provide strategic advice to BayDeltaLive.com team leader and coordinate activities to expand users and content.

Executive Director

Client: Housing California

Role:

- Led Proposition 13C statewide ballot initiative campaign to victory—a \$2.85 billion result. Organized allies and housing community to agree on a strategy, fundraise, and engaged pollsters and political campaign experts. Built a broad coalition of support and garnered donations of time, materials and money to win 54% voter approval.
- Pioneered communications framing of affordable housing and made strategic communication practices standard. HCA regularly used focus groups and polling to guide strategic communications.
- Built the organization through solid business and fundraising practices to grow from a \$350,000 nonprofit with three employees to over \$1.2 million budget with nine employees; reorganized for sustainability during recession.
- Created a collaborative culture with the Board of Directors and with other organizations
- Envisioned a role for housing organizations in implementing new land use and transportation regional planning requirements; major Ford Foundation grantee; leader in the emerging field of metropolitan opportunity; will result in breaking down barriers to opportunity for low-income Californians.

Executive Director

Client: California Futures Network

Role:

- Managed legislative campaign for land use reform intended to usher in "smart growth" policies, using my contacts in agriculture and government to form a coalition with a strategy resulting in the passage of AB 857 that set priorities for California's infrastructure investment.
- Protected the Williamson Act farmland protection program from multiple budget cuts. I built a coalition with California Farm Bureau, environmentalists, American Farmland Trust and California State Association of Counties.

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Client: Maple Power Resources

Role:

- Managed government relations and communications contractors.
- Worked with corporate leadership to determine business and policy objectives and develop strategies for removing regulatory and other barriers to implementing distributed generation.

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QUALIFICATIONS

- Expertise is bilingual community and stakeholder outreach
- Skilled in public meeting facilitation
- Created and led statewide network of the Rural California Asset Development Network
- Understanding of state and federal housing programs and service providers in CA

EDUCATION AND TRAINING

B.S., Community & Regional Development
University of California, Davis
Davis, CA

A.A., Santa Monica College
Santa Monica, CA

EMPLOYER DATES AND NAMES

- GCR Inc., January 2018 – Present
- Community Financial Resources, June 2014 – July 2018
- Federal Home Loan Bank of San Francisco, September 2012 – March 2014
- California Coalition for Rural Housing, July 2006 – August 2012

CRISTINA TRUJILLO

TECHNICAL ADVISOR



Cristina Trujillo brings a comprehensive approach to community outreach and demonstrated experience in community development and affordable housing throughout California. Cristina brings 11 years of diverse professional experience in legal, banking and non-profit sectors. She launched and led the Rural California Asset Development Network, and provided technical assistance to nonprofit partners across California.

RELEVANT PRIOR 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: Cristina provided outreach and community engagement support. Her role also includes Spanish translation for documents and public meetings.

Project Dates: January 2018 - Present

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

PRIOR WORK EXPERIENCE

Director of Partner Programs

Client: Community Financial Resources

Role:

- Managed internal and external communications and participate in panels and radio talk shows.
- Consulted and provided expertise on best practices to fit the needs of target populations: low-to-moderate income earners, homeless, families in transition, and transitional foster youth
- Provided ongoing technical assistance for secured and prepaid cards
- Developed bilingual financial education curricula in English/Spanish
- Delivered financial education Train-the-Trainers; gives presentations in building credit vs. debt

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- Facilitated TTT on product integration; evaluated data using Survey Monkey, and used insightly for CRM Program Management
- Conceived and managed exposure in social media platforms: Twitter, LinkedIn, and Instagram

Community Investment Compliance

Client: Federal Home Loan Bank of San Francisco

Role: Monitored the performance of 32 Affordable Housing Program (AHP) grantees awarded up to \$1,000,000 to determine compliance with regulatory requirements. Consulted and provided expertise on community investment compliance issues to bank executives and stakeholders. Translated bank letters, marketing materials, and verbal communications in Spanish.

- Managed database to ensure 100% accuracy of project reports
- Evaluated and scored nonprofit and empowerment categories in 303 AHP funding applications
- Presented four AHP compliance webinars to 300 participants
- Conducted 25 reviews of projects and grantees for Community Stability and Empowerment Programs

Director of Asset Building Programs

Client: California Coalition for Rural Housing

Role: Created and oversaw all aspects of the Rural California Asset Development Network. Provided oversight and technical assistance to partners in design and implementation of IDA and educational programs.

Conducted Earned Income Tax Credit and Child Tax Credit workshop. Identified, vetted, recruited, and managed partners; negotiated and generated partnership agreements.

- Oversaw IDA program operations for non-profit organizations; motivated, trained, and supervised
- IDA Program Coordinators
- Oversaw administration of federal, state, and private grants; and managed money market accounts for the receipt and disbursement of funds
- Handled program budgets and seven reserve accounts having budgets of \$625,000
- Authored or co-authored grants awarded from \$10,000 to \$335,000
- Organized bilingual (Spanish/English) Financial Education Workshops.
- Managed HHS/OCS assets for Independence (AFI) database system.
- Conducted ongoing program funding outreach and marketing in hard-to-reach Rural LMI communities
- Produced marketing materials for on- and offline promotional distribution

Event Coordinator

Client: California Coalition for Rural Housing

Role: Planned and successfully executed six annual Rural Housing Summits. Recruited and oversaw event committee, volunteers, and sponsors. Expanded existing support base through marketing and outreach.

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CESAR CASTRO, MFA, MUP, MDES



SENIOR PLANNER

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

EMPLOYER DATES AND NAMES

GCR Inc.
Senior Planner
May 2019 – Present
Cloudburst Consulting Group
Senior Analyst
March 2018 – May 2019
Envision Cambridge Support
City of Cambridge, MA
August 2017 – March 2018
Fairmount Indigo Network Assistant
LISC Boston
May 2017 – August 2017
Community Engagement Intern
Minnesota Department of
Transportation
May 2016 – April 2017
Data Visualization Assistant
UNICEF
July 2016 – August 2016

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

City of Greensboro Analysis of Impediments to Fair Housing Choice and Consolidated Plan

Client: City of Greensboro

Description: GCR is developing Greensboro's 2019 Analysis of Impediments to Fair Housing Choice and Five-Year Consolidated Plan as part of the City's effort to spearhead the development of a long-term Affordable Housing Plan. GCR's role includes an analysis of current affordable housing conditions, a review of local laws and regulations impacting affordable housing opportunities, an assessment of the City's entitlement programs, full regulatory compliance, leading stakeholder and community engagement efforts, data collection and analysis, and overall project management. The 2019 Analysis of Impediments and Consolidated Plan will analyze the impact of its entitlement programs at a citywide scale to effectively plan for potential affordable housing projects and funding allocations in the near future.

Project Role: Cesar is leading the analysis of current affordable housing conditions, local laws and regulations impacting affordable housing opportunities, and other demographic and stakeholder data.

Project Dates: May 2019 - Present

Reference: Caitlin Bowers, Grant Administrator; City of Greensboro Neighborhood Development; 300 West Washington Street, Greensboro, NC 27401; (336) 433-7266, caitlin.bowers@greensboro-nc.gov.

Sylacauga Housing Authority Demographic, Neighborhood, and Housing Study

Client: Sylacauga Housing Authority

Description: The Sylacauga Housing Authority engaged GCR to perform and analysis of demographic and housing trends to inform future development and programming priorities. This data will be used to inform the Agency's feedback and participation in the local Comprehensive Planning process. Additionally, GCR will be working with the Sylacauga Housing Authority to gain information on the needs of local residents to further inform the Agency's development strategy.

Project Role: Cesar is leading the analysis of local zoning code, demographic data, and housing data.

Project Dates: May 2019 - Present

Reference: Michael Threatt, Chief Executive Officer; Sylacauga Housing Authority; 415 West 8th Street, Sylacauga, AL 35150; (256) 249-0381; Mthreatt@sylacauga.com

PRIOR WORK EXPERIENCE

Senior Analyst – Cloudburst Consulting

Role/Responsibilities: Cesar led market analyses, needs assessments, and strategic plan development for HUD required documents including Analysis of

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Impediments to Fair Housing Choice, Consolidated Plan, Action Plan, and Consolidated Annual Performance and Evaluation Report (CAPER) for state and local governments. He also 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 and updated version of HUD's Environmental Review Guide, formerly known as the "Greenbook."

Lead Researcher – Harvard University

Role/Responsibilities: In coordination with city officials and local organizations, Cesar used drones and geospatial data to map urban communities vulnerable to flash flooding for the City of Barranquilla, Columbia.

Researcher – SEGUIS MIT

Role/Responsibilities: As part of a team of researchers from MIT, Cesar coordinated efforts to host a series of community meetings to map vulnerable areas in the Northern part of El Salvador, used drone data to create new geospatial data of potential hazards; and train local community members on how to use GIS and drone software and data.

Lead Researcher – Peace Corps

Role/Responsibilities: Cesar led community meetings and technical trainings in Tubará, Columbia 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.

Project Manager – Center for Responsible Lending

Role/Responsibilities: Cesar led the writing and content creation of research reports related to consumer lending issues related to the nation's Hispanic community and led efforts to connect with policymakers, institutional leaders, and community members to construct policy solutions and create community-led coalitions throughout the country.

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DIANA SEARL



SENIOR PLANNER

QUALIFICATIONS

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

EDUCATION AND TRAINING

Master's in City Planning, 2016,
Massachusetts Institute of
Technology – Cambridge, MA

B.A. in Public Policy, 2009,
University of Michigan Gerald R.
Ford School of Public Policy – Ann
Arbor, MI

EMPLOYER DATES AND NAMES

GCR Inc., Planner, August 2017

Project Homecoming Inc., Interim
Executive Director (August 2017 –
November 2017)

Project Homecoming Inc., Director of
Operations & Real Estate
Development (August 2016 – August
2017)

Urban Habitat Initiatives Inc.,
Planning (January 2015 – July 2016)

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.

RELEVANT PROJECT EXPERIENCE

Jefferson Parish HUD Program Technical Assistance Support

Client: Jefferson Parish Government

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

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

Project Dates: August 2017 – Present

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

East Baton Rouge Redevelopment Authority – Technical Assistance

Client: East Baton Rouge Redevelopment Authority (EBBRA)

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

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

Project Dates: May 2018 – Present

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

East Baton Rouge Office of Community Development Grant Management Assistance

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

Description: GCR serves 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

Project Dates: January 2018 – Present

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

City of New Orleans National Disaster Resilience Implementation

Client: City of New Orleans

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

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

Project Dates: May 2018 – Present

Reference: Joseph W. Threat Sr., Manager; Project Delivery Unit; 1300 Perdido St., Suite 6E15, New Orleans, LA 70112; mkincaid@nola.gov; (504) 658-8771

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JENNIFER DAY



SENIOR PLANNER

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 AND TRAINING

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

EMPLOYER DATES AND NAMES

- GCR Inc.
Senior Planner
May 2017 – present
- Line 58 Branding & Web Design
Operations Manager
2016 – 2017
- The Innovation Group
Senior Analyst
2013 – 2016
- Broadmoor Development Corp.
Program Operations Manager
2010 – 2012

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.

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.

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

Project Dates: January 2018 - Present

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

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.

Project Dates: June 2018 – Present

Reference: Tim Coulon; Jefferson Community Foundation; 3815 N. Hullen Street; (504) 432-7871

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.

Project Dates: May 2017 - Present

Reference: Joseph W. Threat Sr., Manager, Project Delivery Unit; 1300 Perdido St., Suite 6E15, New Orleans, LA 70112;
mkincaid@nola.gov; (504) 658-8771

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.

Project Dates: August 2017 – Present

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

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

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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.

Project Dates: May 2017 - Present

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

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.

Project Dates: September 2017 – Present

Reference: Jerry Bologna, President & CEO; JEDCO; 700 Churchill Parkway Avondale, Louisiana, 70094; (504) 875-3908, JBologna@jedco.org

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.

Project Dates: May 2017 – October 2018

Reference: James Roberts, Senior Director – Neighborhood Development, City of Mobile, 205 Government Street, South Tower, 5th Floor, Mobile, AL 36602

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.

Project Dates: May 2017 - Present

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

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ERIK DE KOK, AICP



SENIOR PLANNER

QUALIFICATIONS

- Over 20 years of planning and project management experience
- Has led multiple long-range planning projects
- Served on several Action Plan projects for counties across California

EDUCATION

MS, Urban Planning, Hunter College, City University of New York
BA, Geography, Calvin College, Grand Rapids, MI

REGISTRATIONS/CERTIFICATIONS

- American Institute of Certified Planners No. 026568

EMPLOYER DATES AND NAMES

- Ascent Environmental, Senior Planner/Project Manager, December 2012 – Present
- City of Sacramento, Senior Planner; April 2007 - December 2012; Associate Planner, June 2004 – April 2007
- Konheim & Ketcham Inc., Planner, January 2002 – May 2004
- Phillips Preiss Shapiro Associates, Assistant Planner, February 200 – November 2001

Erik de Kok, AICP, is a senior planner with over 20 years of professional planning and project management experience. He has prepared and implemented a variety of long-range planning projects and related programs, including community plans and neighborhood action plans; comprehensive plans, general plans, and regional plans; climate action and climate adaptation plans, including climate vulnerability assessments; and, community resilience and sustainability plans. He is also an experienced facilitator, having worked on several public outreach and collaborative policy campaigns. A former planner at the City of Sacramento, Erik brings to each project an intimate knowledge of the civic process and familiarity with local and regional planning issues.

Erik's adaptation and resilience experience includes planning for local and regional jurisdictions and state agencies, including climate exposure analysis, vulnerability assessments, risk and impact analysis, adaptive capacity evaluations, and adaptation/resilience strategy development. He currently serves on the State's Cal-Adapt Technical Advisory Committee and the Capital Region Climate Readiness Collaborative Steering Committee.

RELEVANT PROJECT EXPERIENCE

California Department of Corrections and Rehabilitation Climate Action Plan

Client: California Department of Corrections and Rehabilitation

Project Role: Project Manager

Description: The California Department of Corrections and Rehabilitation (CDCR) prepared a comprehensive climate action plan (CAP) that will serve as both a greenhouse gas (GHG) reduction plan and a climate adaptation strategy for CDCR facilities, operations, and investment decisions. The CAP covers CDCR's 34 adult institutions, three juvenile facilities, and owned and leased administrative and parole offices throughout California. The CAP is being prepared to build on CDCR's sustainability achievements to date, pursuant to relevant Executive Orders (EOs) and legislation and will identify additional actions that would reduce GHG emissions and prepare CDCR facilities and operations for the impacts of climate change. CDCR will be able to use the CAP for tiering and streamlining the analysis of GHG emissions for future projects, pursuant to CEQA Guidelines Section 15183.5. Erik is serving as project manager and lead planner for the project., which includes preparation of technical studies, preparation of the CAP document, a Program EIR that addresses environmental review requirements for the CAP pursuant to CEQA, and a CAP Consistency Checklist to assist CDCR with administering the CAP during project review.

Project Dates: July 2016 – present

Reference: Robert Sleppy, Environmental Manager, CDCR (916) 255-1141,

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robert.sleppy@cdcr.ca.gov

Napa County Climate Action Plan

Client: County of Napa

Project Role: Project Manager

Description: Ascent prepared a comprehensive climate action plan (CAP) for the unincorporated area of Napa County. The CAP includes strategies for reducing GHG emissions from all sectors, including agriculture and natural and working lands (i.e., changes in carbon sequestration from land use conversion), with a goal to provide CEQA streamlining for future projects consistent with the CAP pursuant to CEQA Guidelines Section 15183.5. The CAP also includes a county-wide climate vulnerability assessment that identifies the vulnerability of the population, natural resources, and built environment to the effects and impacts of climate change; and, specific strategies and implementing measures that promote adaptation to sea-level rise, increased wildfire risk, effects of extreme heat events on local populations and agriculture, and other effects. Ascent is currently preparing a revision to the CAP along with a focused environmental impact report (EIR) for the CAP pursuant to the requirements of CEQA. Erik is leading Ascent's work as project manager and lead planner for the CAP.

Project Dates: July 2015 – present

Reference: David Morrison, Director of Planning, Building and Environmental Services, County of Napa, (707) 253-4805, David.morrison@countyofnapa.org

Elk Grove Community Resilience Plan

Client: City of Elk Grove

Project Role: Project Manager

Description: Ascent is preparing a Community Resilience Plan that will provide effective, practical, and innovative strategies to adapt to immediate and long-term impacts of climate change on the City's transportation system and other community asset. Key impacts to be addressed through the project include flooding, extreme heat, and fiscal impacts related to shifts away from fossil fuel and automobile ownership because of state and local actions to reduce GHG emissions. The Plan will help with City build resilience in the face of ongoing environmental and socioeconomic changes in the future. To develop the Community Resilience Plan, the Ascent team will conduct a rich and inclusive community engagement process, in-depth economic evaluation, comprehensive technical analysis, and robust policy analysis and recommendations to provide the City with a clear roadmap for adaptation and community resilience. Funded by a Caltrans' SB 1 Climate Adaptation Planning grant, the project will serve as a model for other local community resilience-building activities in California.

Project Dates: June 2019 – present

Reference: Christopher Jordan, Director of Strategic Planning and Innovation, City of Elk Grove, (916) 478-2222, cjordan@elkgrovecity.org

Ventura County General Plan Update and EIR

Client: County of Ventura (Mintier Harnish)

Project Role: Project Manager

Description: The County retained a consultant team led by Mintier Harnish to comprehensively update the General Plan to be more user-friendly and address contemporary planning issues. The last comprehensive update to the Ventura County General Plan was in 1988. Ascent is serving as the GHG/climate change adaptation, air quality and noise specialist on the consultant team, and is also preparing the Program EIR for the project. Ascent prepared a countywide climate change vulnerability assessment and adaptation strategy to address sea-level rise, wildfire, flooding, drought, and other hazards and climate-related risks. Ascent also prepared a GHG emissions inventory in coordination with the Ventura County Regional Energy Alliance and an integrated set of GHG reduction measures to achieve the County's GHG reduction goals. The County's goal is for the general plan to meet new safety element requirements under SB 379 for climate adaptation requirements, as well as for the general to serve as a qualified plan for the reduction of GHG emissions under CEQA Guidelines Section 15183.5. Erik is managing Ascent's work, including technical studies, policy development, and EIR preparation.

Project Dates: January 2016 – present

Reference: Susan Curtis, General Plan Update Project Manager County of Ventura, (805) 654-2497, susan.curtis@ventura.org

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Ben Ali and Hagginwood Strategic Neighborhood Action Plans, Sacramento County

Client: City of Sacramento

Project Role: Project Manager

Description: In his role as Community and Neighborhood Planning team leader, managed the preparation of Strategic Neighborhood Action Plan (SNAPs) for the Ben Ali and Hagginwood neighborhoods in the city's North Sacramento Community Planning area. These SNAPs are action-oriented plans for helping residents and property owners improve infrastructure and public services in their neighborhoods, encourage appropriate infill development, and improve quality of life. Prepared concurrently, both SNAPs included neighborhood visioning, identification of neighborhood issues, and development of goals and action strategies for neighborhood enhancement. Erik managed Community Development Block Grant (CDBG) funding and reporting, technical analysis, neighborhood outreach and involvement, and public hearings and adoption for the projects.

Project Dates: 2007 – 2010

Reference: Tom Pace, Planning Director, City of Sacramento (916) 808-6848; tpace@cityofsacramento.org

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MINDY MONTAGUE



PLANNER

QUALIFICATIONS

- Over 8 years of experience in GIS analysis
- Has used ESRI ArcGIS suite to import, standardize, analyze, and link data to geographic analysis

EDUCATION AND TRAINING

B.S., Geography, GIS certificate,
Sustainability minor, May 2012
Arizona State University

A.A., with honors, December 2009
Paradise Valley Community College

CERTIFICATIONS

ESRI virtual campus certifications:
Python programming,
Georeferencing Raster data, Map
Projections

MEMBERSHIPS

LA URISA – Louisiana Chapter –
Urban and Regional Information
Systems Association

EMPLOYER DATES AND NAMES

GCR Inc.
Planner/GIS Specialist
December 2012 – Present
Valley Permaculture Alliance
GIS Specialist
September 2011 – June 2012

Mindy Montague is a proficient GIS Analyst who possesses over 8 years of experience. While her primary focus at GCR is litigation support, she works on a variety of projects providing data management and mapping services. She has GIS experience in spatial analysis, remote sensing, and all components of cartography including creating and maintaining GIS datasets and reports, developing presentation maps, and geo-referencing and rectifying scanned images.

RELEVANT PROJECT EXPERIENCE

Business Interruption Advisory Services

Client: Los Angeles County Metropolitan Transportation Authority (La Metro)

Description: In 2008, voters in Los Angeles County approved Measure R, which authorized billions for transportation improvements throughout the Los Angeles metropolitan area. Included in LA Metro's plan for these funds is the construction of three major light rail and subway expansions. These projects involve years of intense construction activity along major corridors, and the agency sought to develop a grant program which assisted small businesses impacted by this activity. LA Metro retained GCR for consultation as they implemented this program, known as the Business Interruption Fund.

Project Role: Mindy developed a geospatial database of businesses along the light rail and subway expansion corridors that would be likely to experience interruption due to construction. This along with datasets acquired from LA county and Dun and Bradstreet enabled her to identify businesses that would meet specific requirements for compensation as outlined by the program.

Project Dates: August 2014 – October 2015

Reference: Shalonda Baldwin, Deputy Executive Director, Los Angeles Metropolitan Transportation Authority, (213) 418-3265, baldwins@metro.net

Airport Obstruction Analysis

Client: Memphis International, DeWitt, and Baker Airports

Description: GCR completed an aviation obstruction study which included evaluating the eight runways ends at Memphis International and the four runways ends at the general aviation airports. GCR documented the status of runway approach surfaces and chart airport obstructions.

Project Role: Helped develop a 3-dimensional spatial model of the various approach surfaces as required by airport regulators in order to identify obstructions within the aircraft landing pathways.

Project Dates: September 2016 – February 2017

Reference: Nathan Luce, Memphis International Airport, 2491 Winchester Rd., Suite 113, Memphis, TN 38116-3856, (901)-922-8030 NathanL@flymemphis.com

Transit Consultant for goSTAT

Client: St. Tammany Area Transportation (goSTAT)

Description: GCR provides transit consulting services to assist the St. Tammany Parish Government with assessment and expansion of goSTAT's demand-response transit service. GCR reviewed goSTAT's current demand/response

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service and is exploring the need to change the service types in order to receive the maximum ridership potential.

Project Role: Mindy analyzed route trends over the past year and created maps to help planners.

Project Dates: November 2014 – April 2015

Reference: Jeanne Betbeze, Director of Grants, St. Tammany Parish Government, 2140 Koop Drive, Mandeville, LA 70471, (985) 867-5095, jbetbeze@stpgov.org

Professional Services for Jefferson Transit

Client: Jefferson Parish Department of Transit Administration

Description: GCR provided grant management, short and long-range planning, and operation management- from 1991 to 2014.

Project Role: Mindy was a GIS analyst on this project. One of the tasks for which she was responsible was creating alternate bus route maps for use during Mardi Gras.

Project Dates: January 2013 – April 2013

Reference: Ryan D. Brown, Director, Jefferson Parish Department of Transit Administration, 21 Westbank Expressway, Gretna, LA 70053, (504) 364-3450

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LYNEISHA JACKSON



PLANNER

QUALIFICATIONS

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

EDUCATION AND TRAINING

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

REGISTRATIONS/CERTIFICATIONS

LEED Green Associate

EMPLOYER DATES AND NAMES

GCR Inc.
Community Planner
2016 – present
RK&K
Planner
2011 - 2016

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.

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.

Project Dates: January 2018 - Present

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

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.

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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.

Project Dates: January 2017 – Present

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

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.

Project Dates: January 2017 – Present

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

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.

Project Dates: January 2017 - Present

Reference: Tina Quagliato, Director of Disaster Recovery & Compliance; 36 Court Street, Room 405, Springfield, MA 01103; tquagliato@springfieldcityhall.com; (413) 750-2114

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TRISTAN LANZA



PLANNER

QUALIFICATIONS

- Community resilience planning
- Mitigation and recovery planning

EDUCATION

M.A Urban Planning, Texas A&M University

B.A Urban Studies, UC Irvine

REGISTRATIONS/CERTIFICATIONS

- Local Hazard Mitigation Plan Training (2-day workshop); FEMA Region IX
- Environmental Hazard Management, Hazard Reduction and Recovery Center, Texas A&M University

EMPLOYER DATES AND NAMES

- GCR Inc, July 2019 – Present
- AmeriCorps CivicSpark Fellow, September 2018 – July 2019
- Inter-American Development Bank, November 2017 – May 2018; March 2016 – August 2016
- Texas A&M, September 2016 – May 2018
- UC Irvine – FloodRISE Research Project, April 2014 – March 2015

Tristan is an urban planner passionate about working with vulnerable communities affected by natural hazards. Tristan possesses over five years of professional and academic planning experience. His specialties include community resilience building through authentic community engagement, local hazard mitigation planning and recovery, and improving planning capacity for local governments.

RELEVANT PROJECT EXPERIENCE

Housing Recovery Plan Framework

Client: Los Angeles Housing and Community Investment Department

Project Role: CivicSpark Fellow, AmeriCorps & Local Government Commission. Coordinated with emergency management directors from both the City and County of Los Angeles Housing departments.

Description: A plan framework for long term recovery of post-disaster housing and interdepartmental coordination. Emphasis on role and responsibilities of local government department input. Tristan was a CivicSpark Fellow placed at the California Department of Housing and Community Development. CivicSpark is a Governor's Initiative AmeriCorps program dedicated to building capacity for local public agencies to address community resilience issues such as climate change, water resource management, housing, and mobility. CivicSpark is a program of the Local Government Commission in partnership with the State of California through the Office of Planning and Research, and California Volunteers.

Project Dates: September 2018 – July 2019

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

Belize City Action Plan

Client: Inter-American Development Bank, Belize

Description: Action plan to provide original and innovative planning strategies for the Belize City Council. Emphasis on climate change and hazard mitigation strategies scalable to the capacity of the planning department.

Project Role: Tristan coordinated with two other urban planning consultants as the main liaison with the Belize City Council and its planning officials as a native to Belize City.

Project Dates: November 2017 – May 2018

Reference: Shannon Van Zandt, Texas A&M University, 400 Bizzell St, College Station, TX 77843, (979) 845-3211, svanzandt@arch.ta.u.edu

City of La Grange, Texas General Plan Update

Client: City of La Grange, Texas

Project Role: Masters Candidate.

Description: Update General Plan elements; Collaborated with small team to update Housing element of plan with emphasis on housing recovery post-Hurricane Harvey.

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Project Dates: September 2017 – May 2018

Reference: Jaime Hicks Masterson, Texas A&M University, 400 Bizzell St, College Station, TX 77843, (979) 845-3211,
jmasterson@arch.tamu.edu